

# Council of Governors

## SUMMARY REPORT

Meeting Date: 25 April 2024

Agenda Item: 08

<b>Report Title:</b>	<b>Report from the Nominations and Remuneration Committee</b>	
<b>Author(s):</b>	Deborah Lawrenson, Director of Corporate Governance	
<b>Accountable Director:</b>	Sharon Mays, Chair of the Council of Governors and Anne Dray, Senior Independent Director	
<b>Other Meetings presented to or previously agreed at:</b>	<b>Committee/Group:</b>	Nominations and Remuneration Committee
	<b>Date:</b>	15 April 2024
<b>Key Points recommendations to or previously agreed at:</b>	The Nominations and Remuneration Committee recommend the processes outlined for the annual appraisals for the Chair and Non-Executive Directors.	

### Summary of key points in report

This report provides an update on matters discussed at the Nominations and Remuneration Committee held in April 2024.

The report from the Committee received at Council of Governors in February 2024 and deferred to this meeting is provided separately under matters arising and includes the outcome of the NRC review of effectiveness and recommendations regarding re-approval of the terms of Reference.

At the April meeting the following key matters were discussed:

#### Chair and Non-Executive Director succession planning

- In line with the Code of Corporate Governance 2022 all new Non-Executive appointments are now made with initial terms of 3 years. The term of office for a Non-Executive should be for a maximum of 9 years except in exceptional circumstances and subject to rigorous review and NHSE approval after 6 years.
- To support effective succession planning there is a need for the Nomination and Remuneration Committee to consider planning required for the roles of Chair and Non-Executive and Associate Non-Executive Directors to ensure sufficient time is built in for reviews to take place and if required external recruitment planned for. It should be noted the appointment to the Associate Non-Executive role is made by the Board of Directors.
- The committee discussed the timeframe for the of current terms of office. A further report is expected to be received at NRC in September with recommendations then received in October 2024 at the Council of Governors in respect of roles which are up for review in the next two years.

## Chair and Non-Executive Director appraisal process

### Chair appraisal process

- Recommendations were received in respect of the annual appraisal process for the Chair which will be conducted in line with a new national Leadership Competency Framework launched in February 2024.
- Governors are asked to agree to the recommendation from the committee that the process attached at **appendix 1** and the questionnaire for calling in contributions from the Governors attached at **appendix 2** be approved and taken forward.
- The process is led by the Senior Independent Director Anne Dray and supported by the Director of Corporate Governance.
- As part of the process a more detailed 360 questionnaire (provided through the Framework) will be completed by a range of external stakeholders, the Lead Governor and members of the Board . The Chair will also undertake a self-assessment against the same template. Details of this are available in the hyperlink provided to the Framework.
- The outcome of the appraisal for the Chair will be received by the NRC and the CoG in June 2024 and at a later stage for the Non-Executive Directors.

### Non-Executive appraisal process

- Recommendations were received in respect of the annual appraisal process for the Non-Executives. This will be based around the six key domains from the national framework and against our trust values (however the specific framework for the remainder of the Board will not be received until the autumn) after which changes for the future approach may change.
- Governors are asked to agree to the recommendation from the committee with regard to the questionnaire for calling in contributions from the Governors for the appraisal of the Non-Executives attached at **appendix 3**.
- The process is led by the Chair and supported by the Director of Corporate Governance and will take place after the completion of the process for the Chair.
- The outcome of the appraisals for the Non-Executives will be received through Nomination and Remuneration Committee and Council of Governors in the autumn with the timings to be finalised.

## Appendices

**Appendix 1** – Chair appraisal process timetable

**Appendix 2** – Governor questionnaire for the appraisal of the Chair for comment and approval

**Appendix 3** – Governor questionnaire for the appraisal of the Non-Executive Directors for comment and approval

### **Recommendation for the Board/Committee to consider:**

<b>Consider for Action</b>		<b>Approval</b>	✓	<b>Assurance</b>	✓	<b>Information</b>	
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The Council of Governors is asked to **receive, comment upon and approve** the:

- Process for, and associated questionnaires for governor input into, the appraisal of the Chair and the Non-Executive Directors.

### **Please identify which strategic priorities will be impacted by this report:**

Effective Use of Resources	Yes	✓	No	
Deliver Outstanding Care	Yes	✓	No	
Great Place to Work	Yes	✓	No	
Ensuring our services are inclusive	Yes	✓	No	

### **Is this report relevant to compliance with any key standards ? State specific standard**

Care Quality Commission	Yes	✓	No		<b>Code of Governance and NHSE requirements</b>
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Fundamental Standards					<b>around Chair appraisal processes – NHSE Framework 2024</b>
Data Security and Protection Toolkit	<i>Yes</i>		<i>No</i>		
<b>Have these areas been considered ? YES/NO</b>					If Yes, what are the implications or the impact? If no, please explain why
Service User and Carer Safety and Experience	<i>Yes</i>		<i>No</i>	✓	<b>Not required for this purpose.</b>
Financial (revenue & capital)	<i>Yes</i>		<i>No</i>	✓	
OD/Workforce	<i>Yes</i>		<i>No</i>	✓	
Equality, Diversity & Inclusion	<i>Yes</i>		<i>No</i>	✓	
Legal	<i>Yes</i>		<i>No</i>	✓	
Environmental Sustainability	<i>Yes</i>		<i>No</i>	✓	

## Section 1: Analysis and supporting detail

### Background

#### Appraisal process for the Chair

- 1.1 NHS England and Improvement (as was) established a framework for conducting annual appraisals for NHS provider chairs in September 2019 and this was updated in April 2021 and again in February 2024.

It is clearly presented as being optional for organisations to use, recognising that many have their own effective processes in place as does SHSC. However, it states chairs should be assessed against the ‘broad principles’ of the Leadership Competency Framework (LCF) through multi-source assessment and that ‘as a minimum, chairs should participate in a face-to-face annual appraisal that is informed by self-evaluation and assessments of impact and personal effectiveness from a range of internal and external stakeholders.’ This is an approach this Trust has been utilising in recent years.

The Framework states that the 6 competency domains identified should be used in board member appraisals and to support the development of individuals and the whole board. A new board member appraisal framework will support this but will not be available until autumn 2024.

The six competency domains are:

- Driving high quality and sustainable outcomes
- Setting strategy and delivering long-term transformation
- Promoting equality and inclusion, and reducing health and workforce inequalities
- Providing robust governance and assurance
- Creating a compassionate, just and positive culture
- Building a trusted relationship with partners and communities

Links to the framework and associated templates

[NHS England » Framework for conducting annual appraisals of NHS chairs \(CAF\)](#)

[multisource assessment – impact and effectiveness template for information](#) – this will be completed by the Lead Governor as well as by the Chair and a range of external stakeholders.

[NHS chair appraisal reporting template.](#)

NHS Providers summary on the framework - [NHS England’s leadership competency framework for board members - NHS Providers](#)

- 1.2 The Leadership Competency Framework sets out specific responsibilities for different board members in relation to appraisals, which notably include:

For chairs they are asked to assure themselves:

- that individual board members can demonstrate broad competence across the

domains

- there is 'strong, in-depth evidence of achievement against the competency domains collectively across the board' and ensure appropriate development if not
- that we include relevant information in board member references

For all Board members the framework asks that they:

- Self-assess against the six competency domains as preparation for annual appraisal, incorporating development activity, for review with line managers.

Chief executives and senior independent directors should carry out appraisals for executives and chairs respectively, based on the framework and other objectives, and ensure findings feed into personal development plans.

NHS England requires involvement from the Regional Director for the appraisal of the Chair. Last year the Regional Director identified the need to explore specific areas for this region and at the time of writing any additional requirements over and above the six key domains was awaited.

The Leadership Competency Framework notes that board members will also have detailed objectives, however the domains identify the competency areas and give examples of leadership practice and behaviours that will support their delivery.

For the appraisal of the Chair, the process to be followed is outlined in **appendix 1**. Views will be gathered from governors using the form attached at **appendix 2** and presented for discussion and **approval**. External stakeholders, the Lead Governor and Board members will be asked to complete a more detailed template provided for Chair appraisals in the Leadership Competency Framework.

A summary of responses received will be provided to the Chair (who will also undertake a self – assessment using the same detailed template), the Senior Independent Director, Lead Governor, Deputy Lead Governor and up to 3 members of the Nominations and Remuneration Committee who will take part in the appraisal process, with the outcome then reported to the Council of Governors in June.

The Council of Governors can be assured that the process to be followed will be consistent with national guidance and good practice and builds on the robust process the Trust already had in place.

### Appraisal process for the Non-Executive Directors

- 1.4 A new board member appraisal framework will support the appraisals for the remainder of the Board but the detail will not be available until autumn 2024. We are however using the six domains to inform collation of views through our questionnaires.

The process is led by the Chair and supported by the Director of Corporate Governance and team. Appraisals will be undertaken by the Chair with the Lead Governor and Deputy Lead Governor or up to 3 members of the NRC where available.

The appraisal process will include a collation of feedback on the performance of NEDs from governors and board members. Views from a selection of Board members will be captured using a common approach with that being developed by the Chief Executive to undertake the appraisals of the Executive team built around our values.

Proposed questions for Governors for the appraisal of the Non-Executives is attached at **appendix 3 for comment and approval**.

Appraisals will take place in June and July 2024 following the completion of the Chair appraisal in June.

A timetable detailing the appraisal process will be shared with Governors and NEDs when this has been finalised.

## Next Steps

Following completion of the appraisals a report on the outcome will be received at Nominations and Remuneration Committee following which a further report will be received at the Council of Governors which will provide the outcome of the appraisals and assurance an appropriate process has been followed and the committee have been able to undertake its delegated functions appropriately.

## Section 2: Risks

- 2.1 The organisation continued to make significant progress across 2023/24 albeit it in extremely challenging internal and external environment. Stable and experienced leadership is key to sustaining this, and therefore there would be risks associated with not undertaking an appropriate appraisal process.

## Section 3: Assurance

### Benchmarking

- 3.1 Supporting principles within the NHS Code of Governance updated in 2022 <https://www.england.nhs.uk/publication/code-of-governance-for-nhs-provider-trusts/>, requirements of the [provider licence](#), and the [Health and Social Care Act 2008 \(Regulated Activities\) Regulations 2014 \(regulation 5\)](#) require that individual evaluation of directors needs to take place to demonstrate that they are 'fit and proper', continue to contribute effectively, continue to demonstrate commitment and have the relevant skills for the role.
- 3.2 The key reference used is: The framework for conducting annual appraisals of NHS provider chairs, February 2024. [NHS England » Framework for conducting annual appraisals of NHS chairs \(CAF\)](#)

## Section 4: Next Steps

- 4.1 Following confirmation at the Nomination and Remuneration Committee and Council of Governors in June 2024, and in line with the national framework requirements for Chair appraisals, the completed appraisal documentation will be sent to the central team by the deadline of 30 June 2024, for onward sharing with the Regional Director for NHS England.
- 4.2 The outcome of the process for the Non-Executive appraisals will be reported through Nomination and Remuneration Committee and the Council of Governors in the autumn.

### Appendices attached:

Report from NRC to the Council of Governors April 2024 including detail on the Chair and NED appraisal processes

**Appendix 1** – Chair appraisal process timetable

**Appendix 2** – Governor questionnaire for the appraisal of the Chair for comment and approval

**Appendix 3** – Governor questionnaire for the appraisal of the Non-Executive Directors for comment and approval

## Appendix 1

### Chair appraisal proposed process – 2024 for the reporting period 1 April 2023 – 31 March 2024

#### Timetable Sheffield Health and Social Care NHS Foundation Trust **To be finalised when all dates confirmed**

*Reference – NHSE Framework for conducting annual appraisals of NHS provider chairs updated April 2021 and February 2024 (Leadership Competency Framework)*

#### ***Process timetable in summary***

- Preparation for and conduct of the Chair's appraisal should be facilitated by the Senior Independent Director (SID)
- The SID calls in and receives the Chairs self-evaluation and all assessment feedback from participant stakeholders. This is facilitated by the Director of Corporate Governance (Board Secretary) see **annex A** for the emails to be sent to stakeholders to call in input.
- Input will be called in from board members, external stakeholders (including the Regional Director) and governors on **29 April 2024** for receipt by **14 May 2024**
- Input to be collated by the Director of Corporate Governance for the SID and the Chair
- Self-assessment to be received from the Chair by **28 May 2024**
- Report to be drafted by the Director of Corporate Governance for the SID, for receipt at NRC to be held **w/c 10 June** and COG on **20 June**
- The full appraisal process should be completed and submitted by to NHSE for onward sharing with the Senior Appointments and Assessment team (SAAT) at [england.chairsappraisal@nhs.net](mailto:england.chairsappraisal@nhs.net) to facilitate regional director review. Once approved by the regional director, SAAT will send it to NHS England's Chief Operating Officer for review (and for ICBs and NHS trusts, endorsement). NHS England's Chief Operating Officer will exercise discretion in seeking further information and/or moderating the appraisal outcomes, if such action is deemed necessary.



Stage 1 – April 2024	Stage 2 – Multisource assessment – To be circulated on 29 April for receipt by 14 May	Stage 3 – Evaluation 17 – 31 May	Stage 4 – Appraisal output – 1 – 20 June
<p>Appraisal Prep</p> <ul style="list-style-type: none"> <li>• Draft process to be received at NRC 15 April 2024</li> <li>• Director of Corporate Governance, SID and the Chair review contents of the assessment template - new framework for Chairs – February 2024</li> <li>• 6 competency domains to be used</li> <li>• Determine which stakeholders to invite to contribute [see stage 2 for suggested list]</li> <li>• SID to agree overall timetable for completing the required appraisal work with NRC – 15 April 2024</li> <li>• All stages should be completed to support submission nationally by 30 June 2024</li> <li>• SID to contact NHSE/ Regional Director Richard Barker to ask if there are any areas of competency for specific focus this year. Request has been sent by BD and feedback pending.</li> </ul>	<ul style="list-style-type: none"> <li>• Governors will be provided with the form to complete either by email or Google survey</li> </ul> <p>Other stakeholders might include:</p> <ul style="list-style-type: none"> <li>• Non-Executive Directors (this includes a private meeting of the SID with the NEDs without the chair present)</li> <li>• Chief Executive</li> <li>• Executive Directors</li> <li>• ICS Chair</li> <li>• Commissioners and other system partners</li> <li>• Patient and public representative leads</li> <li>• Peer (s) from other Trusts</li> <li>• SID to circulate self-assessment template to Chair with deadline for response to be provided by 28 May 2024 [this self-evaluation should include detail on personal development and support needs]</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Corporate Governance to amalgamate feedback for SID and the Chair for their discussion.</li> <li>• Chair self -assessment due for receipt by 28 May.</li> <li>• If needed seek further info from ‘assessors’ for clarity and further insight</li> <li>• SID – discuss feedback received alongside the Chair’s self-assessment with the Chair and Governor appraisers and SID and Chair complete the joint form</li> </ul>	<p>Reports to be received from SID with support from Director of Corporate Governance at</p> <ul style="list-style-type: none"> <li>• June NRC w/c 11 June for circulation of outcome to the 20 June CoG</li> <li>• After completing all local activity, a copy of the appraisal reporting template should be sent to the Senior Appointments and Assessment team (SAAT) at <a href="mailto:england.chairsappraisal@nhs.net">england.chairsappraisal@nhs.net</a> by 30 June 2024 to facilitate regional director review.</li> </ul> <p>Once approved by the regional director, SAAT will send it to NHS England’s Chief Operating Officer for review (and for ICBs and NHS trusts, endorsement). NHS England’s Chief Operating Officer will exercise discretion in seeking further information and/or moderating the appraisal outcomes, if such action is deemed necessary.</p>

<p>SID to confirm areas for the review to focus on over and above the new competencies in the Chair Framework issued February 2024 - with the Regional Director – early April.</p>	<ul style="list-style-type: none"> <li>The templates provided through the framework are not prescriptive but the 6 competencies should be reflected. . <b>Templates are attached to the report.</b></li> </ul>		
<p>The Regional Director confirmed the following as areas of focus for the 2023 process as follows: <i>tbc</i></p>			

## Annex A

### Draft emails to stakeholders for the 360 element

Emails to go with the forms for completion from Director of Corporate Governance (co-ordinating responses on behalf of the SID)

#### To Board members

Dear Colleague

I am writing to you on behalf of Anne Dray NED and Senior Independent Director at SHSC in respect of the annual appraisal for the SHSC Chair Sharon Mays to ask you to take part in the 360 element of our process by completing and returning the attached template. We are hoping that you will contribute to this multisource assessment, along with other colleagues both internal and external to SHSC we are approaching.

Anne is undertaking the appraisal in line with the NHSE updated Framework for the appraisal of Chairs February 2024 and is required to meet the national timeframe of submission of the outcome of appraisals centrally by the end of June.

We are conscious that everyone continues to be extremely busy at the present time, and our timeframe for returning completed forms is tight, but we hope that you will find time to consider and contribute to this important process – we would be grateful for a response from you **by 17 May 2023** to support the appraisal due to take place later that week. *Dates tbc*

We completely understand you may not feel able to answer all the questions and if so please indicate this on the form and consider adding in any observations in the comment boxes next to a question. Any feedback would be most helpful.

In my role as facilitator, I would like to reassure you that all contributions will be treated with in the strictest confidence. All contributions will be anonymised and collated into the supporting documentation Anne will discuss with Sharon in her appraisal. No directly attributable comments will be included.

Should you wish to discuss any element of your response with me or with Anne in strict confidence then please request to do so.

Kind Regards

### **Email to external colleagues**

Dear **xxxx**

I am writing to you on behalf of Anne Dray NED and Senior Independent Director at SHSC in respect of the annual appraisal for the SHSC Chair Sharon Mays to ask you to take part in the 360 element of our process by completing and returning the attached template. We are hoping that you will contribute to this multisource assessment, along with other colleagues both internal and external to SHSC we are approaching.

Anne is undertaking the appraisal in line with the new NHSE Leadership and Comptency Framework for Chairs issued in February 2024. We are required to meet the national timeframe of submission of the outcome of appraisals centrally by the end of June.

We are conscious that everyone continues to be extremely busy at the present time, and our timeframe for returning completed forms is tight, but we hope that you will find time to consider and contribute to this important process – we would be grateful for a response from you **by 14 May 2024** to support the appraisal due to take place later that week. The outcome will then be taken through the Governors Nominations and Remuneration Committee and then the Council of Governors meeting on 20 June 2024. *Dates tbc*

It is recognised that within the total group of those being asked to contribute, an individual's knowledge of, and engagement with Sharon will vary and therefore the extent to which you can complete each section will also vary. We completely understand you may not feel able to answer all the questions and if so please indicate this on the form and consider adding in any observations in the comment boxes next to a question. Any feedback would be most helpful.

Please consider each section carefully and consider the extent to which you agree with the statements which have been aligned underneath the new 6 competency domains for Board members. We appreciate that for some colleagues your contribution may only be provided via additional comments. All contributions will be very much appreciated.

In my role as facilitator, I would like to reassure you that all contributions will be treated with in the strictest confidence. All contributions will be anonymised and collated into the supporting documentation Anne will discuss with Sharon in her appraisal. No directly attributable comments will be included.

Should you wish to discuss any element of your response with me or with Anne in strict confidence then please request to do so.

Kind Regards

### **Email to Governors**

Dear Governor

I am writing to you on behalf of Anne Dray NED and Senior Independent Director at SHSC in respect of the annual appraisal for the SHSC Chair Sharon Mays to ask you to take part in the 360 element of our process by completing and returning the attached template. We are hoping that you will contribute to this multisource assessment, along with other colleagues both internal and external to SHSC we are approaching.

Anne is undertaking the appraisal in line with the new NHSE Leadership and Comptency Framework for Chairs issued in February 2024.

We are required to meet the national timeframe of submission of the outcome of appraisals centrally by the end of June.

We are conscious that everyone continues to be extremely busy at the present time, and our timeframe for returning completed forms is tight, but we hope that you will find time to consider and contribute to this important process – we would be grateful for a response from you **by 14 May 2024** to support the appraisal due to take place later that week. The outcome will then be taken through the Governors Nominations and Remuneration Committee and then the Council of Governors meeting on 20 June 2024. *Dates tbc*

It is recognised that within the total group of those being asked to contribute, an individual's knowledge of, and engagement with Sharon will vary and therefore the extent to which you can complete each section will also vary. We completely understand you may not feel able to answer all the questions and if so please indicate this on the form and consider adding in any observations in the comment boxes next to a question. Any feedback would be most helpful.

In my role as facilitator, I would like to reassure you that all contributions will be treated with in the strictest confidence. All contributions will be anonymised and collated into the supporting documentation Anne will discuss with Sharon in her appraisal. No directly attributable comments will be included.

Should you wish to discuss any element of your response with me or with Anne in strict confidence then please request to do so.

Kind Regards

## Appendix 2

2024-25 Chair appraisal for the period 1 April 2023-31 March 2024

### Stakeholders Questionnaire – Governors



#### Sharon Mays

- Chair of the SHSC Board of Directors
- Chair of the SHSC Council of Governors
- Leads Governor drop in sessions, development sessions
- Leads the recruitment process for the Chief Executive and Non-Executive Directors
- Chair of the Nomination and Remuneration Committee for Governors
- Chair of the Remuneration Committee for Board
- Chair of the South Yorkshire Mental Health, Learning Disability and Autism Collaborative (MHLDA)
- Member of the NHS Provider Board
- Member of the NHS Provider Chairs advisory Board

We completely understand that you may not feel able to answer all the questions, and if so please indicate this on the form-and perhaps consider just adding an observation in the comment boxes below or next to a question. Any feedback is helpful.

I am a public/staff/service user/carer / appointed Governor – **please delete as appropriate. Nominated?**

**Any observations you wish to make on the performance of the Chair**



<b>Personal development, style and impact - How the Chair has demonstrated behaviour in line with our Trust values:</b>				
<b>Working together for service users</b>	<b>Respect and kindness</b>	<b>Everyone counts</b>	<b>Commitment to quality</b>	<b>Improving lives</b>
<p>1. What have they done well over the last year?</p> <p>2. What could they have done even better?</p> <p>3. Anything else you wish to add?</p>				

The questionnaire is below. Please confirm the extent to which you agree with each statement for Sharon Mays the Chair of Sheffield Health and Social Care NHS Foundation Trust.





						<b>to answer</b>	
<b>2</b>	I can see the Chair has a strong level of understanding of the key strategic issues and challenges facing the Trust and these are properly discussed at Council of Governors and if you have observed it – the Board of Directors.						

**Domain 3 – Promoting equality and inclusion, and reducing health and workforce inequalities**

	<b>Statement</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Dis-agree</b>	<b>Strongly disagree</b>	<b>Do not feel able to answer</b>	<b>Comments</b>
<b>3.</b>	I can see the Chair values the importance of keeping at the forefront of decision making – equality, diversity and inclusion – to support us to deliver high quality services that meet the needs of the people we serve.						
<b>4.</b>	From observing the Chair leading Council of Governors meetings I can see that the Chair has actively tried to ensure all those participating in meetings have a voice, and sufficient time and opportunity to engage.						

**Domain 4 – Providing robust governance and assurance**

	Statement	Strongly agree	Agree	Dis-agree	Strongly disagree	Do not feel able to answer	Comments
5	The Chair challenges colleagues and those presenting papers in a constructive, respectful and supportive way and encourages others to do so when answering questions from the Governors.						
<b>Domain 5 – Creating a compassionate, just and positive culture</b>							
	Statement	Strongly agree	Agree	Dis-agree	Strongly disagree	Do not feel able to answer	Comments
6	I can see that the Chair is committed to ensuring the Board leads the organisation in a compassionate and proactive way with a culture that encourages people to feel able to speak up where they have concerns.						
<b>Domain 6 - Building a trusted relationship with partners and communities</b>							
	Statement	Strongly agree	Agree	Dis-agree	Strongly disagree	Do not feel able to answer	Comments
7	I consider the Chair to have engaged effectively and positively with the Council of Governors in formal and informal meetings and settings.						



## Appendix 3

### 2024-25 NED Appraisal for the period 1 April 2023-31 March 2024: Governor anonymous Questionnaire

#### Guidance note to support completing the form

Thank you for your participation in this review process for the Non-Executive Directors.

The NED appraisal process is important for two key reasons:

1. It provides assurance to the Council of Governors that the Non-Executive (NED) is effectively fulfilling their role.
2. It supports the person receiving the feedback to feel motivated, well supported, and confident to deal with the many issues and challenges they face in their role.

Please remember to be thoughtful, balanced and compassionate in your feedback and provide any contextualisation in the comment boxes where you wish to do so.

Governors can provide feedback either via email with the form attached or through google forms. **Please indicate your preferred method and the team will support you in this.**

**Your response will remain non-attributable and anonymous but on the form please indicate the type of Governor you are when you complete the form such as Public, Appointed, Service User, Carer or Staff Governor and add the name of the NED you are feeding back on.**

You are asked to confirm the extent to which you agree with each statement in relation to the person the review is for.

Please only provide one response to each statement. If you have other comments please add them into the additional comment boxes provided. This additional context is welcomed.

There are **six new competency domains** for Board members which have been used to support developing the questions on this form



<b>NED APPRAISAL FORM FEEDBACK FROM GOVERNORS</b>	
<b>Insert photo of the non-executive</b>	<b>We will insert detail about the committees they chair and specific roles they hold this is some detail for now about the NEDs as a whole</b>
	<p><b>For information and to support you in in confirming the level to which the NED meets each statement</b> some of the ways in which you can do this is from how you observed the performance of a NED in a number of ways:</p> <ul style="list-style-type: none"> <li>• Your observations of them at Council of Governors meetings, including where they have presented on the work of the committees they chair or answered your questions.</li> <li>• Your observations of them at Board meetings or committee meetings where you have been able to observe these - where you will have seen them holding Executive's to account and challenged around strategic and operational matters and decision making.</li> <li>• Your observations of their engagement/attendance at Governor workshops and seminars across the year or at Chair drop-in sessions, at various conferences and events we have held, at buddying meetings or at the Annual Members Meeting</li> <li>• Any other direct engagement you may have had with them collectively or as individuals.</li> </ul> <p><b>For information</b> all of our NEDs are members of 3 board sub-committees. The Associate NED attends 2 committees and potentially provides back up to a 3<sup>rd</sup> when required. They all participate in a detailed programme of Board visits to our services both front line and corporate teams and give of their time over and above the requirements of their roles.</p> <p>Our Non-Executive Directors have some specific lead roles such as:</p> <ul style="list-style-type: none"> <li>• Heather Smith is the Deputy Chair, Freedom to Speak Up NED lead and the Chair of the Quality Assurance Committee</li> <li>• Anne Dray is the Senior Independent Director and the Chair of the Audit and Risk Committee</li> <li>• Owen McLellan is the Chair of the Finance and Performance Committee</li> <li>• Olayinka Monisola Fadahunsi is the Well being NED lead for staff and is the Chair of the Mental Health Legislation Committee</li> <li>• Mark Dundon, Chair of the People Committee</li> </ul>



	<ul style="list-style-type: none"> <li>Brendan Stone, provides lived experience to discussions at Board</li> </ul>
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I am a public/staff/service user/appointed Governor – **please delete as appropriate**

This feedback is for Non-Executive Director – **INSERT NAME**

**Any observations you wish to make on the performance of this Non-Executive Director**

<b>Personal development, style and impact</b> – How the Chair has demonstrated behaviour in line with our Trust values				
Working together for service users	Respect and kindness	Everyone counts	Commitment to quality	Improving lives

**1. What have they done well over the last year?**



2. What could they have done even better?

3. Anything else you wish to add?

**Domain 1 - Driving high quality and sustainable outcomes**

	Statement	Strongly agree	Agree	Dis-agree	Strongly disagree	Do not feel able to answer
1	I can see that the NED has is committed to ensuring the					



	Trust delivers the best quality outcomes for those we support and seeks continuous quality improvement and effective use of Trust resources.					
<b>Comments</b>						
<b>Domain 2 - Setting strategy and delivering long-term transformation</b>						
	<b>Statement</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Dis-agree</b>	<b>Strongly disagree</b>	<b>Do not feel able to answer</b>
<b>2</b>	I can see that the NED has a good level of understanding of the key strategic issues and challenges facing the Trust (e.g. through your observation of them at Council of Governors, Board of Directors or Board sub committee meetings)					
<b>Additional comments</b>						
<b>Domain 3 - Promoting equality and inclusion, and reducing health and workforce inequalities</b>						
	<b>Statement</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Dis-agree</b>	<b>Strongly disagree</b>	<b>Do not feel able to answer</b>
<b>3</b>	I can see the NED values the importance of keeping at the					



	forefront of decision making – equality diversity and inclusion to support us to deliver high quality services that meet the needs of the people we serve.					
<b>4</b>	Where I have observed the NED chairing a meeting e.g. a Board Sub Committee meeting - I can see that they have actively tried to ensure all those participating in meetings have a voice, and sufficient time and opportunity to engage.					
<b>Additional comments</b>						
<b>Domain 4 - Providing robust governance and assurance</b>						
	<b>Statement</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Dis-agree</b>	<b>Strongly disagree</b>	<b>Do not feel able to answer</b>
<b>5</b>	The NED challenges colleagues and those presenting papers in a constructive, respectful and supportive way and has been responsive in answering questions from Governors.					
<b>Additional comments</b>						
<b>Domain 5 - Creating a compassionate, just and positive culture</b>						
	<b>Statement</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Dis-agree</b>	<b>Strongly disagree</b>	<b>Do not feel able to answer</b>





8	I can see that the NED is committed to ensuring the Board leads the organisation in a compassionate and proactive way with a culture that encourages people to speak up where they have concerns.					
<b>Additional comments</b>						
<b>Domain 6 - Building a trusted relationship with partners and communities</b>						
	<b>Statement</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Dis-agree</b>	<b>Strongly disagree</b>	<b>Do not feel able to answer</b>
8	I consider the NED to have engaged effectively and positively with the Council of Governors in formal and informal meetings and settings.					
<b>Additional comments</b>						