The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

REPORT TO THE GOVERNORS' COUNCIL (IN PUBLIC)

SUBMITTED BY:	REPORT FOR:		IMPACT:		
David Thomason Senior Independent Director	Decision		High	Med	Low
CONSULTATION:	Information	✓		✓	
	REPORT TYPE:		RELATED WORK:		
	Strategic				
	Operational				
	Governance	✓			

Meeting Date: **31 July 2018**
Report Title: **Trust Chair's Appraisal Process**

Trust Chair's annual appraisal and objectives review - process and timetable

In January 2018, the Senior Independent Director (SID) presented a report to the Governors' Council on the mid-year review of the Chair's progress in delivering his annual objectives.

The SID is currently planning the Trust Chair's annual appraisal and review of his objectives. This year's proposed process takes into account, concerns raised by governors last year about whether some of the questions in the '360° feedback for the Trust Chair' questionnaire for governors were appropriate, as some of those governors who were not regular attenders at meetings of the Board found these questions quite difficult to answer.

The proposed appraisal process for this year is expected to take place through August. The SID expects to be able to report the output to the Governors' Council in September 2018.

The proposed process for 2018 is as follows:

- SID to meet with Chair to discuss progress in delivering against objectives
- SID to meet with executive directors to seek feedback for the Chair on his performance against his objectives
- SID to engage with NEDs to seek feedback for the Chair on his performance against his objectives
- 360° questionnaires to be sent to key external stakeholders. Stakeholders to be selected, based on strategic external work undertaken in the period e.g. STP, UEA, CCG
- SID to engage with governors to seek feedback for the Chair on his performance against his objectives. There will be two ways of engaging in this process for governors. The SID will arrange a meeting (date to be confirmed) to which governors will be invited. Alternatively, governors are invited to send their feedback for the Chair to the SID by email
- SID will communicate feedback to the Trust Chair and will discuss with him the setting of his objectives for 2018/19.

- SID will provide a summary composite report on the outcome of the Trust Chair's appraisal process to the Governors' Council in September 2018. This report will include revised objectives for the forthcoming appraisal period

In order to secure a fair and consistent approach to the appraisal of the Trust Chair's performance, it will be important that feedback focuses on evidence of the Chair's progress in delivering his objectives. To that end the Trust Chair's current objectives are attached at **Appendix A**.

Recommendation

The Governors' Council is invited to endorse the process and timetable for the Trust Chair's annual appraisal and review of his objectives.

Appendix A

Trust Chair's Objectives for period 2017/18

	Objective	Evidence	Source of Assurance
1	Ensures that the Board and executive balance the delivery of quality, operational and financial objectives	• Improving Quality KPIs • Improving patient safety indicators • Improving patient / carer feedback • Meeting financial forecasts • Improved estate / asset base • Regulatory feedback and ratings • Board assessments	KPIs, exception reports, Board / GC reports Regulatory Regime, RAF and PRM Board self-assessments (completed after each Board meeting)
2	Leads the Board and Governors' Council (GC) effectively	• Positive feedback on the working relationship with Board members and senior managers • Positive feedback on relationships with the Governors • Attendance at 95% of Board and Governors' Council meetings • Effective development programmes for Board and Governors • Positive findings from the 2017 'Well-led' Framework Review (Independent review) • Offer appropriate support to the new CEO and Executive Team • Assist in the development of the new Board	360° feedback 360° feedback Minutes Development Programme timetable and attendance Well-led Framework Review report Meetings (formal / informal) with CEO Appropriate training / mentoring for new executive Feedback from Executive team
3	Ensures that the Board develops short / long-term strategies / programmes	• Clinical / financial plans in place and updated annually • Capital programme in place – approved and monitored regularly • Transformation Plans in place – monitored and reported to the Board / Governors regularly • Trust/patient interests reflected in the STP	Board / GC papers and APR return Board / GC / Committee meeting minutes Board / GC / Committee meeting minutes STP outturn

	Objective	Evidence	Source of Assurance
4	Represents the Trust effectively, internally and externally	• Meetings with appropriate 3rd parties • Fostering effective working relationships with 3rd parties • Work proactively with the Governors to establish the priorities of the public served by the Trust • Ensure that the Chair and CEO are active in pursuing a strong case for the QE in their contributions to the STP process and do not permit other partners to dictate terms	Chair's Report to Board / GC 360° feedback from Governors Attendance of appropriate formal meetings Level of participation reflected in minutes of meetings Attendance at informal meetings (if any) Interests of QE and its patients are seen as 'served well'
5	Maintains an effective relationship with regulators and other health partners	• Regular meetings with regulators • Fostering effective working relationships • Improved working relationships with the CCG	PRM meeting notes and Chair's Report STP reports to Board / GC STP reports to Board / GC