

THE NEWCASTLE UPON TYNE HOSPITALS NHS FOUNDATION TRUST

COUNCIL OF GOVERNORS

CHAIRMAN'S APPRAISAL

1. INTRODUCTION

Governors will recall the briefing at the 20th May 2010 meeting with regard to the Monitor guidance issued in November 2009 on governors' statutory duties, which described best practice as including an annual performance appraisal of the Chairman. The guidance went on to say that "*the Senior Independent Director should lead the actual appraisal, although the lead governor can also have a significant role to play*". The guidance suggested that the Nominations Committee could collate all governor input regarding the performance of the Chairman. This paper describes the process and outcomes of this appraisal, which was conducted for the first time this year and which was undertaken on a completely confidential basis. The appraisal meeting itself was conducted in confidence on a face to face basis by the Senior Independent Director and the Chair of the Nominations Committee, in line with good practice for appraisal processes.

2. APPRAISAL PROCESS

In collaboration with Professor Baylis, the Senior Independent Director (SID), and taking into account the best practice guidance from the Appointments Commission, all elected governors were issued an appraisal form on 13th April 2010 for completion and return on an anonymous and confidential basis by 26th April 2010. 16 of the 24 forms issued were returned. The Board of Directors received a similar form and this was completed to the same timetable.

The results were then collated and the SID and Mrs Jane Donnelly, Chair of the Nominations Committee, then used the aggregated information to underpin the appraisal meeting with the Chairman on 27th April 2010. In addition, the Chairman had been requested to write a briefing paper on achievements since being appointed to the Chair.

As this was the first formal appraisal of the Chairman, the wider Trust objectives were also used as a framework and the Chairman was invited to present his briefing paper and to debate the points in it with Professor Baylis and Mrs Donnelly. Key themes covered in the appraisal related to those matters pertaining to the Chairman's leadership, and those which had required a personal contribution. The Chairman, Professor Baylis and Mrs Donnelly have now signed off the record of the 27th April 2010 meeting.

3. OUTCOMES

The key outcomes were as follows. Professor Baylis and Mrs Donnelly have now

given the Chairman feedback in confidence on the aggregated views of governors and Directors, as expressed in the appraisal forms.

In the light of the Monitor guidance and of this process, the SID and the Nominations Committee have also defined objectives for the Chairman for 2010/11 (attached). No specific development needs for the Chairman arising from the appraisal were identified.

4. RECOMMENDATION

To receive and endorse the briefing and the objectives set for the Chairman for 2010/11.

**Professor Peter Baylis
Senior Independent Director
8th July 2010**

CHAIRMAN'S OBJECTIVES, 2010/11

1. LEADERSHIP, INFLUENCE AND RESILIENCE

- i) To generate esteem in the current climate through the actions taken.
- ii) To have sustained the confidence of the governors, Directors and staff from a leadership perspective.
- iii) To be regarded as being independent in action from the influences generated by the Strategic Health Authority and Commissioners.

2. PROFILE

- i) To have brought about greater awareness across all organisations which are closely related to the day to day business and strategies, primarily Newcastle University, University of Northumbria and Newcastle City Council, holding two formal meetings with each per year.
- ii) To be better known and informed across the Trust, including increased visibility through the issuing of an "e-newsletter" twice yearly, to be posted on the intranet.
- iii) To have sustained regional and national networking as an advocate of NHS Foundation Trusts and thereby enhance the reputation of Newcastle.

3. CAPACITY AND KNOWLEDGE BASE

- i) Facilitating and steering the Board of Directors to effectively address the consequences of the economic downturn.
- ii) Ensuring that the Board of Directors determines policy and direction whilst monitoring and challenging delivery.
- iii) Demonstrating an in-depth understanding of the organisation and to ensure, with the Chief Executive, that the shape, capacity and investment / disinvestment is optimally configured over and above that which is routinely associated with marginal efficiency gains and cost reduction.

4. ORGANISATIONAL CHANGE

- i) Instigating and sustaining pace and direction through empowerment as part of organisational reshaping.
- ii) Bringing about new capabilities that are to be grouped with existing functions – corporate and service delivery.
- iii) Ensuring a more rigorous approach to business planning, forecasting and service portfolio management.

5. QUALITY & SAFETY

- i) Ensuring the Quality agenda is meaningfully seized and acted upon to the benefit of the patient.

6. TRAINING

No training needs identified.

7. EVIDENCE

Evidence of progress will be provided by the Chairman in the form of a comprehensive review letter setting out his business over the past 12 months.