Ashford and St. Peter's Hospitals NHS
NHS Foundation Trust

COUNCIL OF GOVERNORS
7TH DECEMBER 2011

TITLE	**Appraisal of the Non Executive Directors at Ashford & St Peter's Hospitals NHS Foundation Trust**
EXECUTIVE SUMMARY	The Remuneration and Appraisal Committee met on 23rd November to agree an appraisal process for the Non Executive Directors at Ashford & St Peter's Hospitals NHS Foundation Trust for consideration and approval by the Council of Governors. Appraisal is a core process across the Trust. The Nominations and Appointments Committee have recently met to discuss the approach to Non Executive Director reappointments, a core element of which relates to reviewing appraisal. The attached paper provides a proposed process for the appraisal of the Non Executive Directors for consideration and approval by the Council of Governors.
The Council of Governors is asked to:	To agree the appraisal process for the Non Executive Directors at Ashford & St Peter's Hospitals NHS Foundation Trust.
Submitted by:	David Frank Lead Governor Chair of the Remuneration and Appraisal Committee
Date:	23rd November 2011
Decision:	For Decision

Appraisal of the Non Executive Directors at Ashford & St Peter's Hospitals NHS Foundation Trust

1. Introduction

1. This paper provides a review of the guidance in relation to appraisal for Non Executive Directors of foundation trusts and proposes a process and timetable for 2011/2 with respect to the appraisal of the Non Executive Directors at Ashford & St Peter's Hospitals NHS Foundation Trust.

2. Guidance

Monitor Guide- Your Statutory Duties

Chapter 4; Annual performance appraisal

Conduct of performance appraisals and then reviewing the results will significantly assist the board of governors in performing its statutory duties in respect of the potential re-appointment or removal of the non-executive directors. The board of governors should take the lead on agreeing a process for the evaluation of the non-executives which should consider carefully the performance against pre-defined objectives that support the delivery of the trust's forward plan.

The actual appraisals of the non-executive directors will be led by the chair. The outcome of the evaluations should then be agreed by the governors.

3. Proposed model, Process and Timetable

3.1 The proposed model for the appraisal of the Non Executive Directors at Ashford & St Peter's Hospitals NHS Foundation Trust will use the format agreed by May Council of Governors meeting for the Chairman's appraisal. The Chairman will lead the actual appraisal of the Non Executive Directors through an annual objective setting meeting.

3.2 The Chairman will liaise with the Lead Governor throughout the year, but particularly securing input in advance of the annual objective setting meeting, and the review.

3.3 A 360 degree feedback questionnaire is being used as part of the ongoing process of board assessment. The questionnaire is designed to enable participants to get focused feedback on how they are operating as members of the Board. Questions are arranged in clusters that reflect the 6 core themes in 'The Healthy NHS Board: Principles for Good Governance'. The process is designed and run by the Foresight Partnership, an independent consultancy.

This established 360^0 tool will facilitate inputs from a diverse range of key stakeholders who will be selected by the Non Executive Director and Chairman. This will include representatives from

- The Board of Directors
- The Council of Governors
- Senior Clinicians
- Members of sub committees relevant to the particular NED role (including external advisors and/or stakeholders.

Every effort will be made to ensure that stakeholders have relevant direct experience of the Non Executive Director during the year in which the appraisal is being conducted. The broad range of appraisers will ensure that all aspects of performance are considered.

3.4 The Chairman will produce a report to confirm to the Governors whether the performance of the Non Executive Director continues to be effective and demonstrates commitment to the role.

3.5. The Remuneration and Appraisal Committee will review the effectiveness of the process annually, starting in 2012.

4. Timetable

December 2011-The process for appraising the Non Executive Directors to be agreed at the December Council of Governors meeting.

February 2012- The Remuneration and Appraisal Committee will review progress on Non Executive Directors' appraisal.

May 2012- Council of Governors to receive a recommendation from the Nominations and Appointments Committee on possible reappointment of Non Executives Directors taking into account the findings from appraisal.

Reference: Your statutory duties: A reference guide for NHS foundation trust governors published by Monitor, page 35