



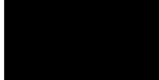
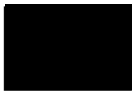

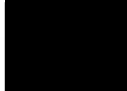

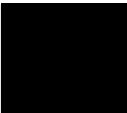


**MEETING OF THE PROVIDER LEADERSHIP COMMITTEE
THURSDAY 27 OCTOBER 2016, at 11.00am**

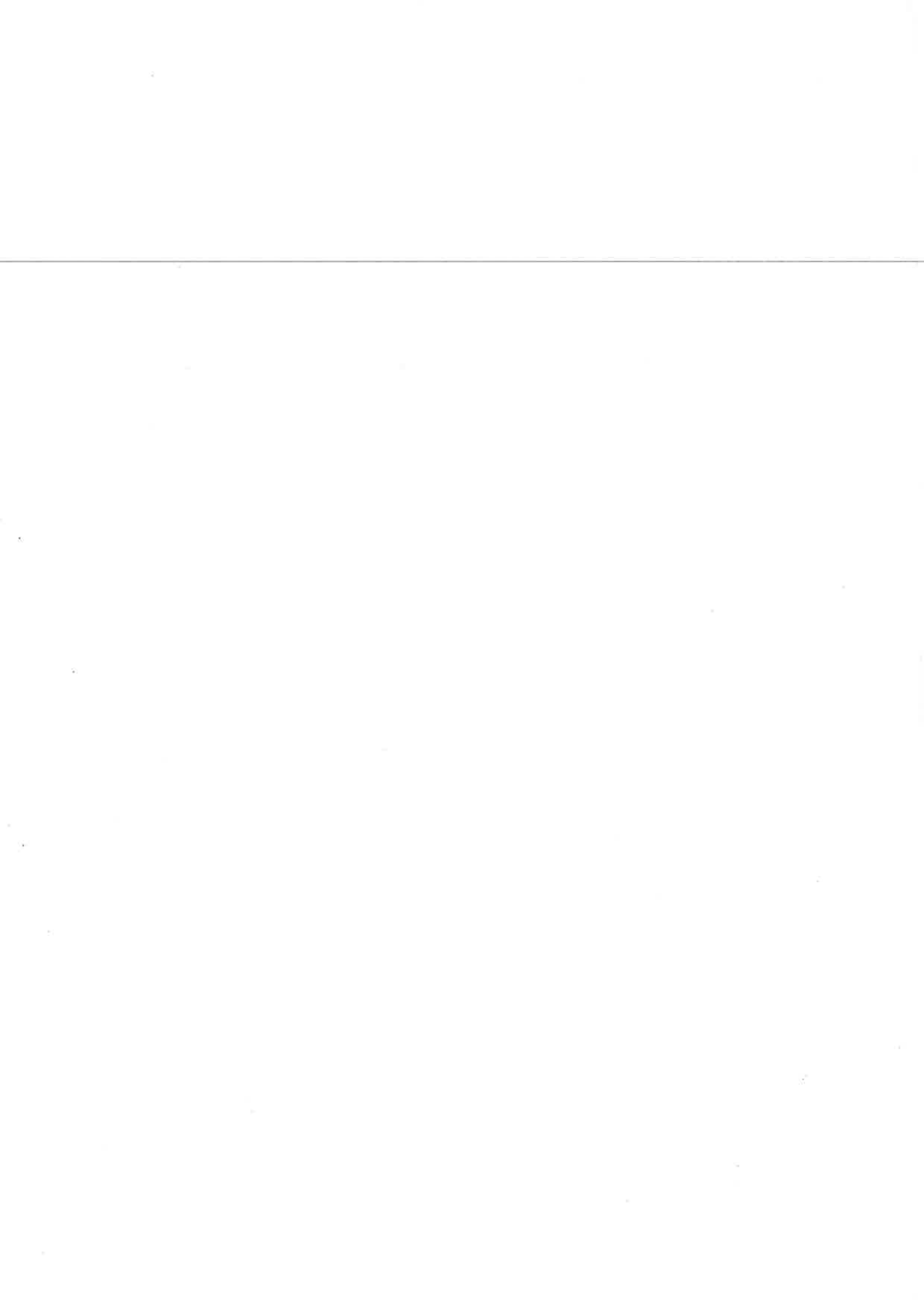
**Elion, Wellington House, 133-155 Waterloo Road,
London, SE1 8UG**

AGENDA

- | | | | |
|-------|---|---|-------------|
| 11.00 | Welcome and apologies | | (oral item) |
| | Declarations of interest | | (oral item) |
| | If any member of the Executive Committee has an interest in any of the items on the agenda they should declare this and, if necessary, withdraw from the meeting. | | |
| 3. | Minutes and matters arising from the meeting on 28 July and 2 September 2016 (attached) |  | PLC/16/17 |
| 4. | 11.05 Role and responsibilities of the sub-committees of the Provider Leadership Committee (attached) |  | PLC/16/18 |
| 5. | 11.15 Overview of the work of the Non-Executive Appointments Team (attached) |  | PLC/16/19 |
| 6. | 11.25 A review of the London Diversity Project 2015-16 (attached) |  | PLC/16/20 |
| 7. | 11.35 Proposal to collect board membership and diversity data from NHS providers |  | (oral item) |
| 8. | 11.45 Board Development Strategy (attached) |  | PLC/16/21 |
| 9. | 11.55 Casework:  (attached) |  | PLC/16/22 |
| | 12.05 NHS Trust cases agreed by NHS Improvement Provider Leadership Committee & Sub-Committee (attached) |  | PLC/16/23 |
| | Business management overview |  | (oral item) |
| | Correspondence | Board Secretariat | PLC/16/24 |
| | Other business | | |

**PROVIDER LEADERSHIP COMMITTEE MEETING - THURSDAY, 27 SEPTEMBER 2016
ITEMS CIRCULATED IN CORRESPONDENCE**

Ref	Title	Reason for circulating in correspondence	Author	Date circulated	Response required by	Responses received from	Reported to PLC meeting on
ARCC/16/09	External Redundancy case for review	Approval		04/08/2016	11/08/2016	Approved / HB, CB, CT	27 October 2016
ARCC/16/10		Approval		04/08/2016	11/08/2016	Approved / HB, CB, CT	27 October 2016
PLCC/16/11		Approval		12/08/2016	18/08/2016	Approved / LC, CT, HB	27 October 2016
PLCC/1612		Approval		18/08/2016	24/08/2016	Approved / LC, CT, HB	27 October 2016
PLCC/1613		Approval		25/08/2016	01/09/2016	Approved / LC, CT, SH	27 October 2016
PLCC/1614		Approval		25/08/2016	01/09/2016	Considered at the meeting on 2 September 2016	27 October 2016
PLCC/1615		Approval		26/08/2016	31/08/2016	Approved / CT, SH, HB	27 October 2016
PLCC/1616		Approval		12/09/2016	15/09/2016	Approved / SH, CB, LC	27 October 2016
PLCC/16/17		Approval		23/09/2016	29/09/2016	Approved / CT, CB, LC, DE	27 October 2016
PLCC/16/18		Approval		06/10/2016	13/10/2016	Approved / HB, SH, LC, CB, CT	27 October 2016
PLCC/16/19		Approval		14/10/2016	20/10/2016	Approved / SH, LC, CT, CB, HB	27 October 2016



To: Provider Leadership Committee

For meeting on: 27 October 2016

Agenda item: 10

Report by: [REDACTED]

Report on: NHS Trust cases agreed by NHS Improvement Provider Leadership Committee and Sub-Committee

Purpose

1. The Provider Leadership Committee is asked to note the content of this paper which outlines the NHS trust pay and severances cases that have been submitted to NHS Improvement for consideration over the past three months and have been reviewed by the interim Provider Leadership sub-Committee.

Issue

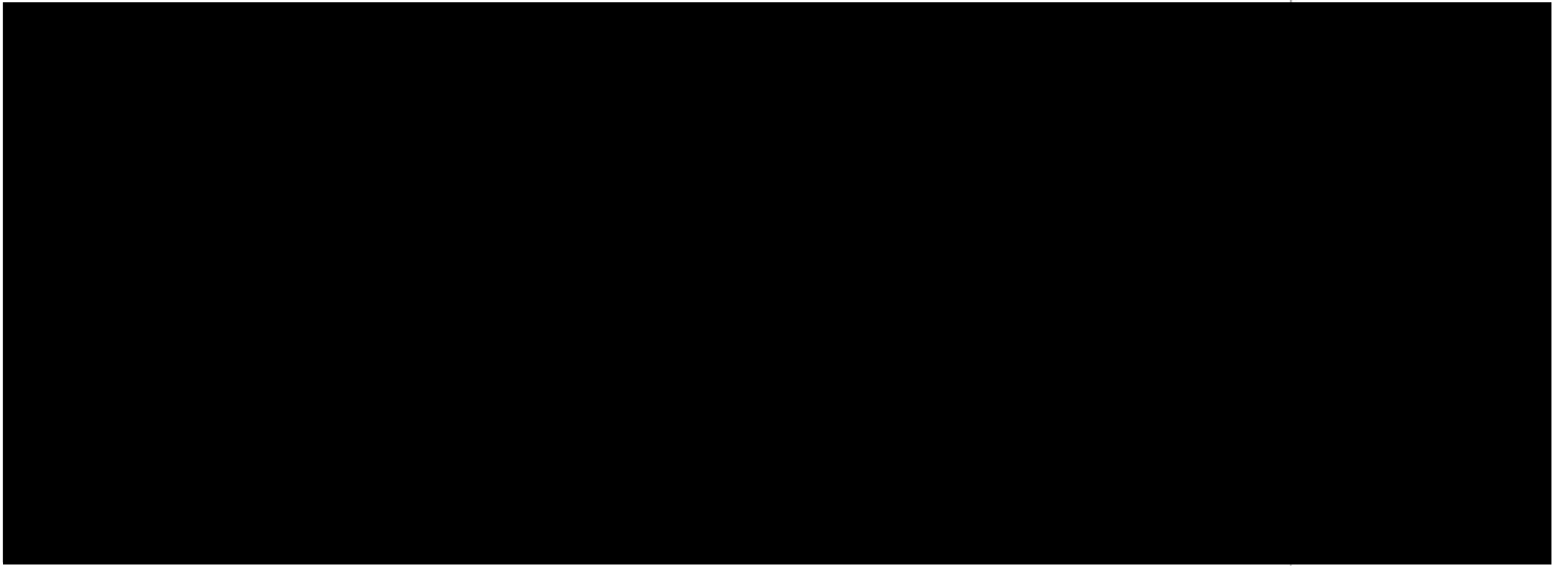
2. During the period **1 July 2016 to 30 September 2016** the Provider Leadership Committee and its interim sub-committee have approved a total of **21 cases**. These are broken down in the table below:

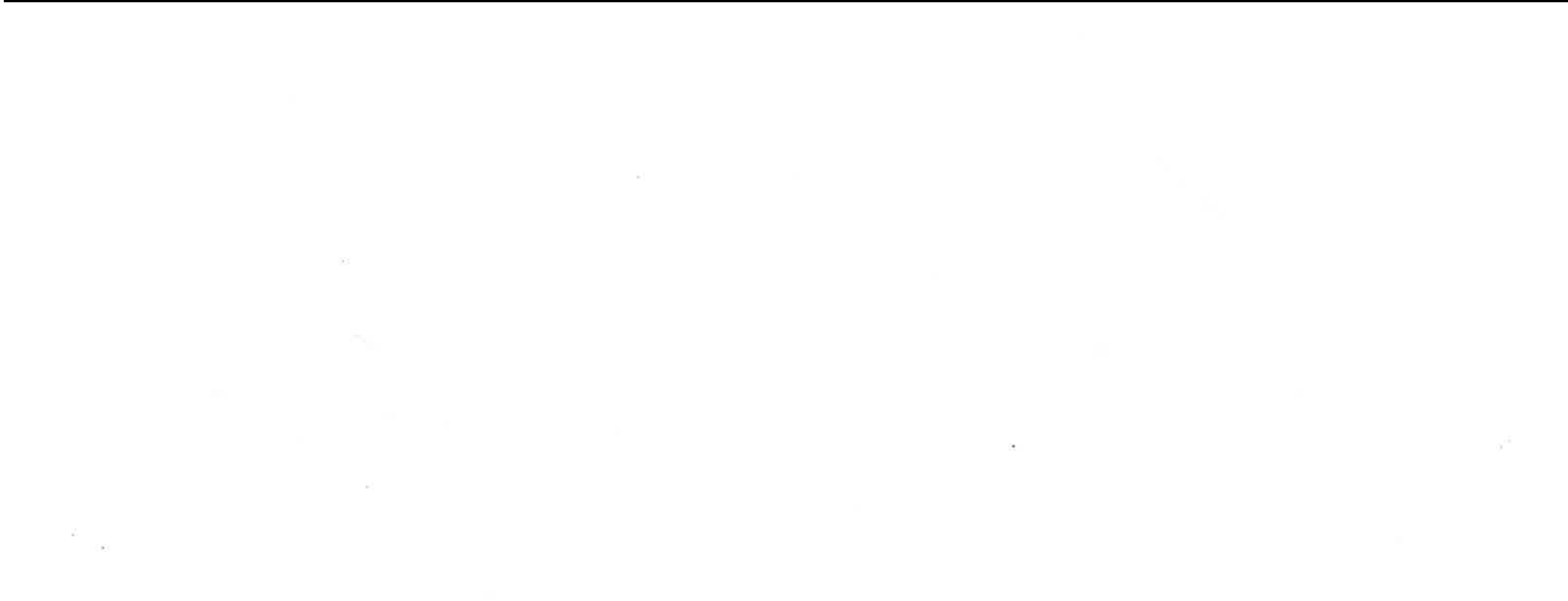
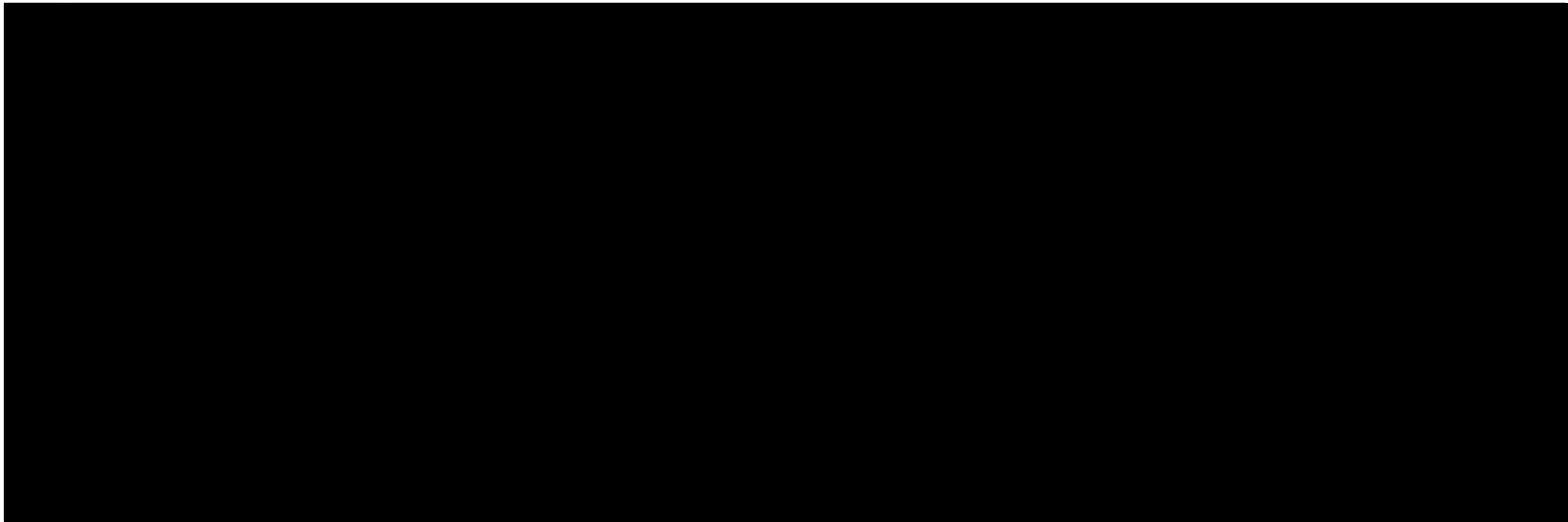
Type of issue	Number of cases agreed
Compulsory Redundancy	6
MARS Schemes	4
Non Contractual Severances	2
VSM Pay Issues	3
VSM Salary above £142,500	3
Off Payroll Board Engagements	3

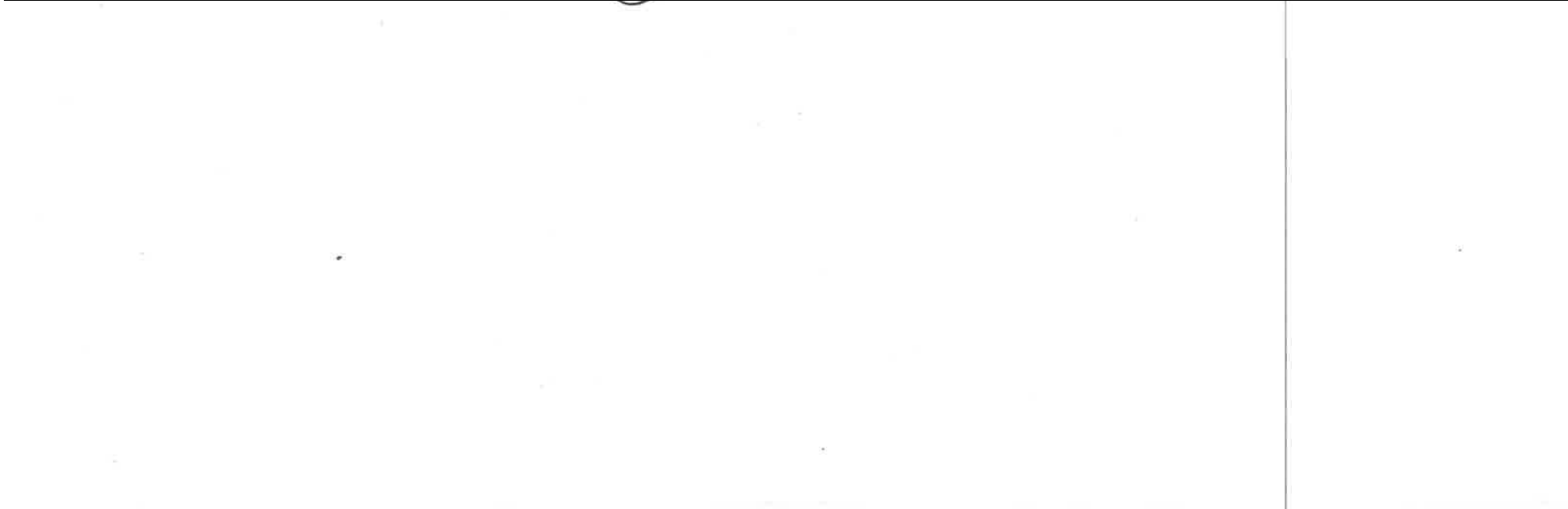
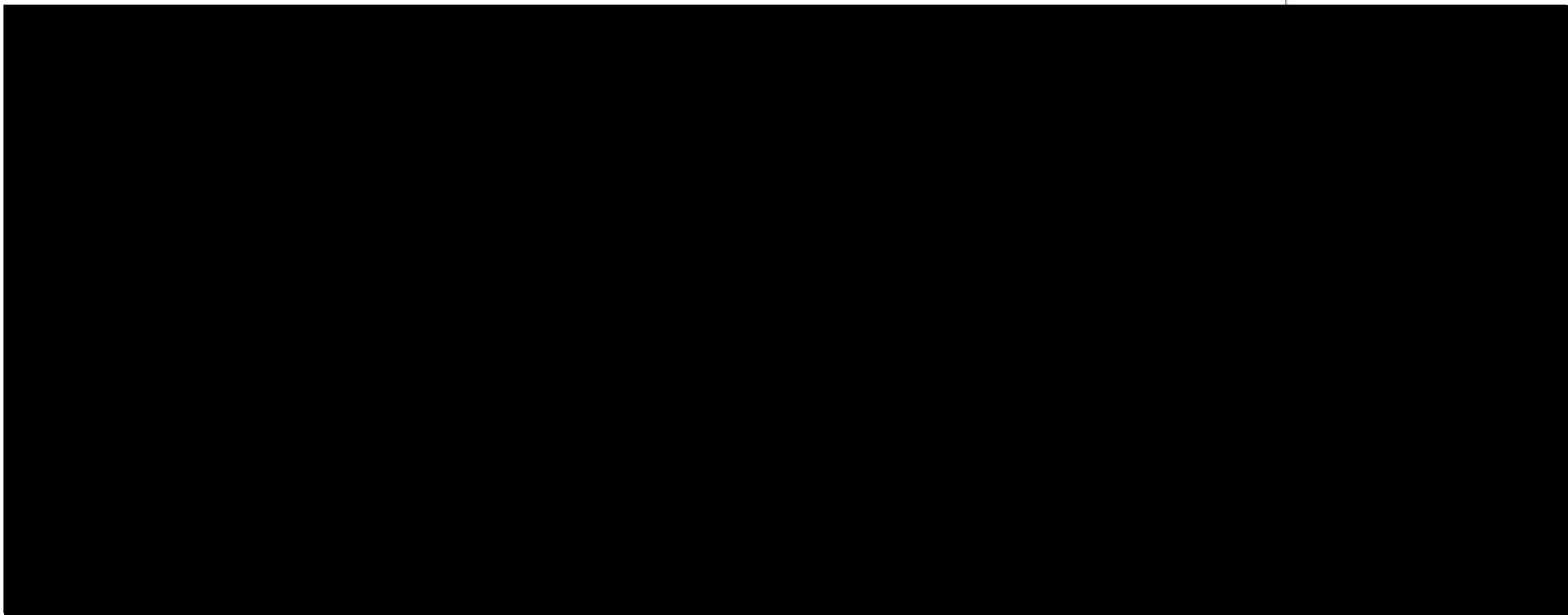
3. Further details of the 21 cases and 5 severance and pay cases referred back to NHS trusts can be seen in the attached spreadsheet – across 4 tabs.

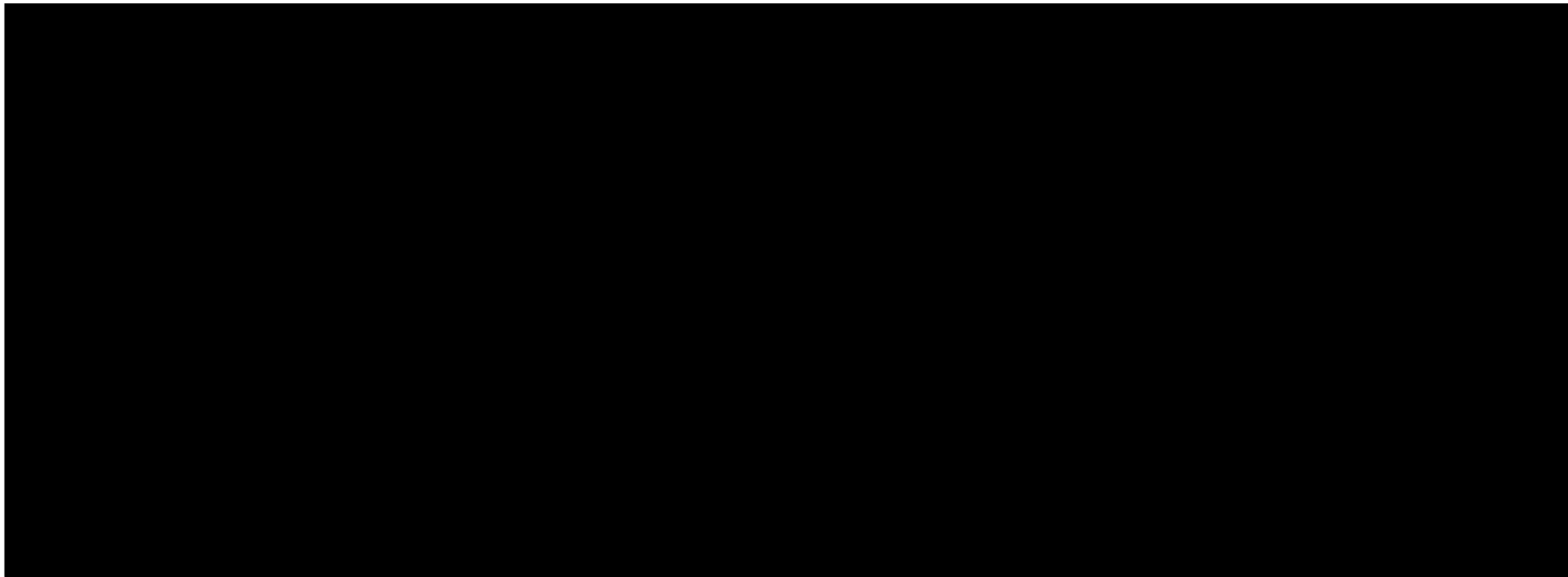
Recommendations

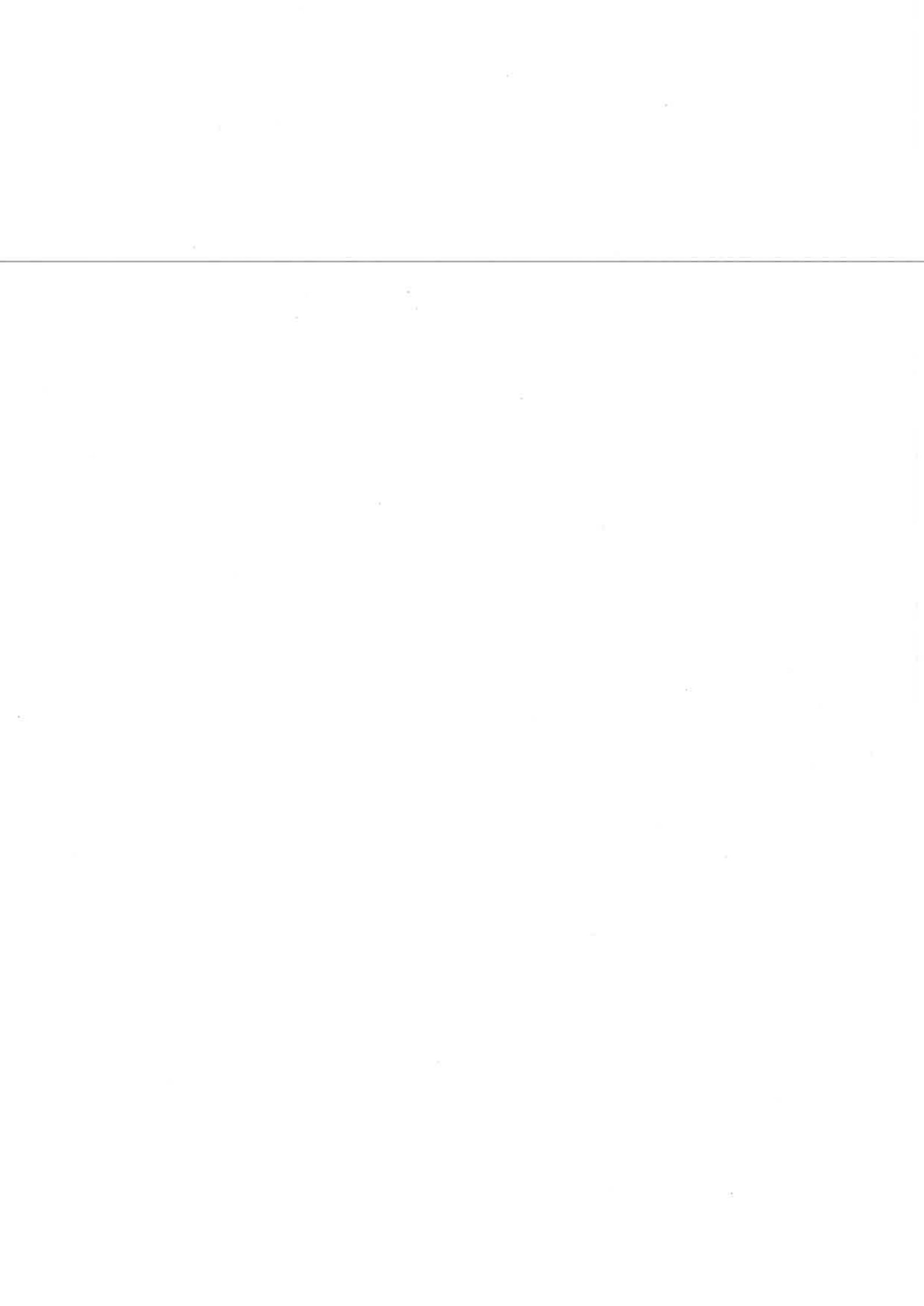
4. To note the report and the agreed cases.











To: Provider Leadership Committee

For meeting on: 27 October 2016

Agenda item: 6

Report by: [REDACTED]

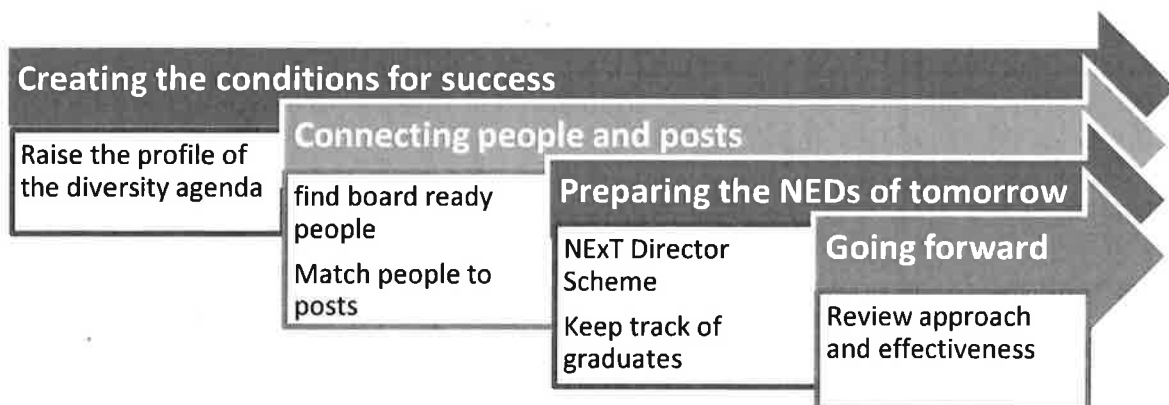
Report on: A review of the London Diversity Project 2015-16

Introduction

1. The purpose of this paper is to inform the Provider Leadership Committee (PLC) of the approach and effectiveness of the Non-Executive Director Appointments Team's (NAT) pilot scheme, the "London Diversity Project", with a view to identifying elements of the project might be taken forward.

Background

2. In September 2015, the NHS Trust Development Authority (NHS TDA) launched the London Diversity Project to try a new approach to improve the number of non-executive directors (NEDs) from Black, Asian and Minority Ethnic (BAME) communities. The aim of the project was "to raise the profile of the diversity agenda with the ultimate goal of increasing the number of individuals from a BAME background appointed to NHS trusts in London."
3. To ensure the project had the greatest chance of success, a multi-layered approach was taken, as set out below.



4. The team engaged [REDACTED] both experienced NHS NEDs who offered a range of consultancy services with a strong focus on diversity, to support the first two strands of the programme.
5. **Creating the conditions for success** – the NHS TDA spent time making the case for diversity to NHS trust chairs in London. It was vital to the success of the programme for chairs and their organisations to be supportive and for them to create a nurturing environment that supports NEDs from diverse backgrounds. The team presented to the London chairs network, exploring some of the barriers to board diversity and to offer some practical ways to maximise the energy and benefits of diversity in the boardroom and beyond.
6. **Connecting people and posts** – this was a talent based approach which required [REDACTED] to identify “board ready” individuals from local BAME communities using their networks and contacts. They also delivered a programme of masterclasses focusing on current core provider board issues as well as wider issues for health and social care. In parallel, the NAT developed a targeted strategy to identify and work with the least diverse boards in London and focus attention on ensuring diverse fields at the outset of any recruitment campaigns.
7. To bring these two strands together, the NHS TDA hosted an evening event where London chairs were introduced to 20 board ready individuals, to make connections and help them understand how diverse and varied life experiences can bring value to NHS boards by offering different perspectives to the decision making process.
8. **Preparing the NEDs of tomorrow** – the NExT Director Scheme was established to help people from BAME communities to prepare for NHS boardroom roles. The NED Appointments Team worked with eight NHS trusts in London to provide 11 six month placements for individuals who have senior level experience and are looking to make the step up into the NHS boardroom. The scheme was launched in November 2015.
9. The trusts involved seemed to embrace the scheme by opening up board and committee meetings to the NExT Directors and most importantly spent time with them to ensure that they had the opportunity to learn from what they had seen and heard with their hosts. In August 2016, the NAT convened mock interviews for the NExT directors and offered feedback to them to help them prepare to apply for opportunities in the future.
10. Looking back - the NAT has reviewed the project and gathered feedback from everyone who was involved to identify achievements and learn the lessons from each strand of the programme that can be taken forward.
11. Feedback received from those involved in the NExT Director Scheme – including from chairs, mentors, NExT directors and NHS Improvement’s London Regional Team - has been overwhelmingly positive. It has been praised as a new and innovative approach to addressing BAME representation on boards.

Celebrating success

12. There are a number of positive indicators that the project was successful and had achieved much of its original aim:

- at the end of Q1 2015/16 14% of those appointed to NHS trusts in London came from BAME communities while representing 40% of the population. At the end of Q2 2016/17 that figure had increased to 19%;
- two of the board ready candidates were appointed as NEDs on an NHS trust;
- one of the NeXT Directors has been appointed as a NED on North Middlesex University Hospital and another two have been appointed as associate NEDs of the trust that offered the initial placement, as part of the board's succession plans; and
- when the project was conceived at the end of 2014, nine London NHS boards were identified as having no BAME representation within the NED team, at the end of Q2 2015/16 this number is now five.

Learning lessons

13. There are some points of key learning that can be used to improve the programme going forward. These are identified below:

- While the board ready element of the project was successful, it is not clear that involving external consultants was cost effective. The team has developed a pool of talent identified as "appointable" candidates for other roles but who were pipped at the post. By improving candidate management and focusing on building relationships with those identified as having potential, understanding their strengths and matching them to posts, we can maximise the talent available going forward without the resource implications associated with executive search. Many search firms, however, are keen to be able to demonstrate their contribution to the diversity agenda and working collaboratively with these organisations is likely to be the key to establishing a sustainable pool of diverse talent in the future.
- Only three of the five boards that still have no BAME representation were included in the eight NHS trusts that participated in the NeXT Director Scheme; boards with the greatest diversity challenges should be given greater encouragement to participate.
- Six months was not long enough for the NeXT Directors to get up to speed and therefore get the most out of the experience. All of the NeXT Director placements were extended beyond the initial six months, and general feedback was that placements should last at least 12 months allowing the individuals to experience an annual planning cycle from beginning to end.
- A placement with one NHS trust would not necessarily equip individuals with the knowledge and experience to join any NHS board. Some of the NeXT Directors also went to observe other NHS boards participating in the

scheme to increase their personal learning, learn about other types and services and see alternative leadership teams in action. The new "Insight Scheme" being run by Gatenby Sanderson in Yorkshire and the West Midlands will allow placements on two different types of providers.

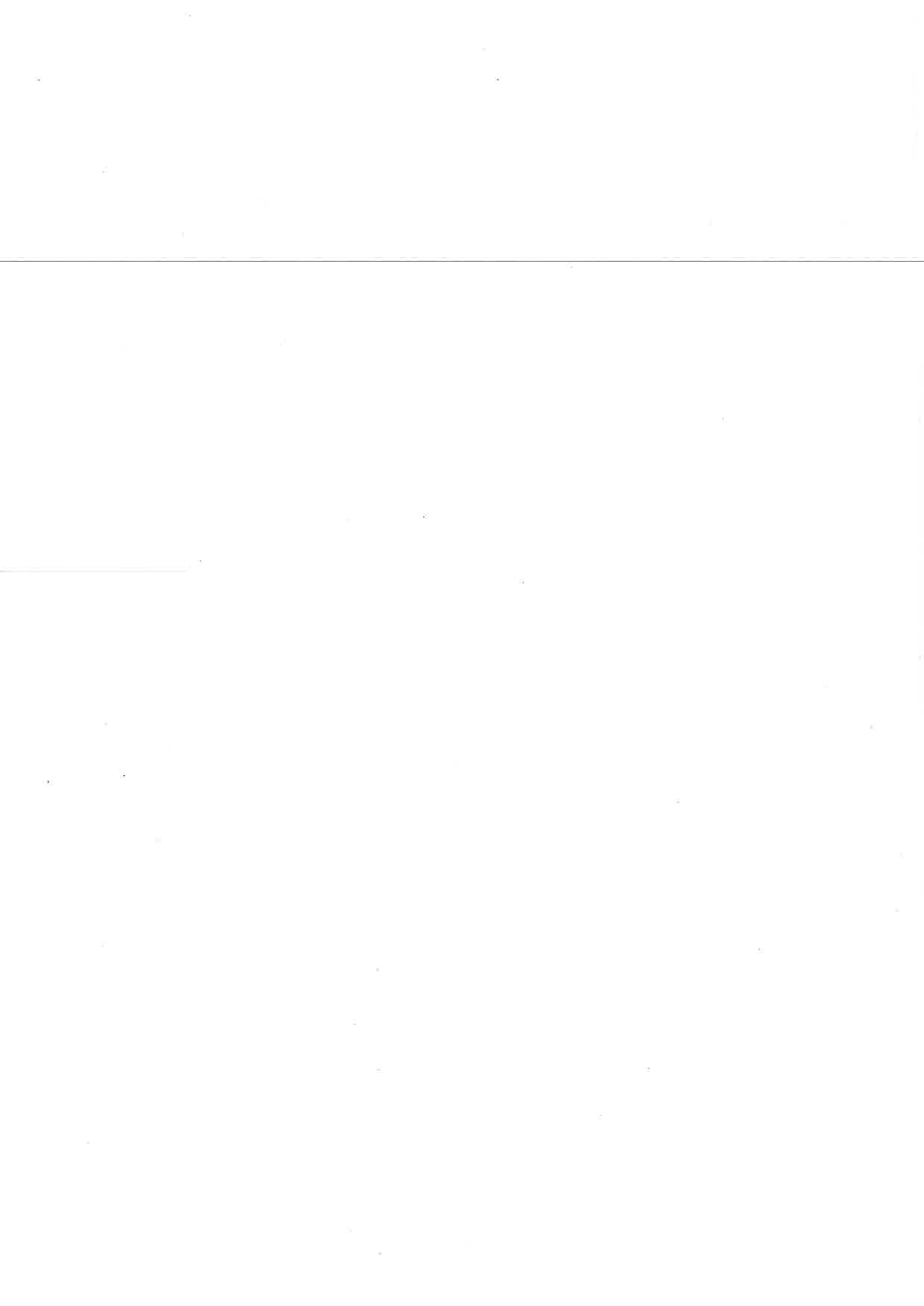
- The selection process for placement should be more rigorous, to ensure those selected have the right level of board potential and are therefore most likely to succeed. It should explore candidate's motivation for applying as well as the depth and breadth of their skills and experience.
- A preparatory period should be introduced prior to a placement commencing. Feedback from all those involved was that a slower start would give individuals the time to negotiate time out with employers where necessary, free up other commitments and ensure board and committee dates are in their diary, and do some research about the trust. It also gives the Trust Chair the time to get "board buy-in", to identify suitable mentors and establish a relationship with the NExT director, to get the placement off to a rapid start.
- Before starting placements, NExT Directors and the host trust should have an agreed induction plan, a set of outcome-based learning objectives, and a joint understanding of the NExT Director's level of contribution and expectations on both sides.
- The role of mentor is pivotal to the scheme's success. NExT Directors should be allocated an experienced non-executive mentor from within the Trust for the full period of the placement. Mentors should ensure introductions with the Trust's executive and non-executive team, as well as key members of the wider management team, and should spend one to one time both before and after board/committee meetings to discuss key issues and observations, and answer any questions that arise.
- NExT Directors should take responsibility for their learning by documenting experiences and learning outcomes, and identifying areas in which they wish to develop.
- Review meetings with the trust chair and/or mentor should be built in to the learning programme to establish development needs and give feedback to the NExT Director.
- The NExT Directors would benefit more interaction as a group, sharing experience and learning to expand the depth of learning.

Next steps

14. It is recommended that:

- PLC agrees to the development of new NExT Director schemes that address the issues above to support people with protected characteristics that are under-represented on NHS provider boards.

- Particular consideration is given to the development of schemes to support women (in support of the 50:50 by 2020 gender balance goal) and people from BAME communities in areas with a significant proportion of people from those communities.
- The NAT continues to support similar schemes developed by third parties e.g. Gatenby Sanderson's Insight scheme, and encourage others to do the same.
- The NAT makes connections between the NExT Director scheme and the work that is being done with the corporates where.



To: Provider Leadership Committee

For meeting on: 27 October 2016

Agenda item: 5

Report by: [REDACTED]

Report on: An overview of the work of the Non-Executive Appointments Team

Introduction

1. The purpose of this paper is to inform the Provider Leadership Committee (PLC) of the work of the Non-executive Appointments Team (NAT) and to monitor the impact this has had on the overall diversity of the trust non-executive community.

Appointment activity Q2 2016/17

2. The table below breaks down the number and types of appointments made by NHS Improvement's PLC and sub-committees up to the end of the second quarter of 2016/17:

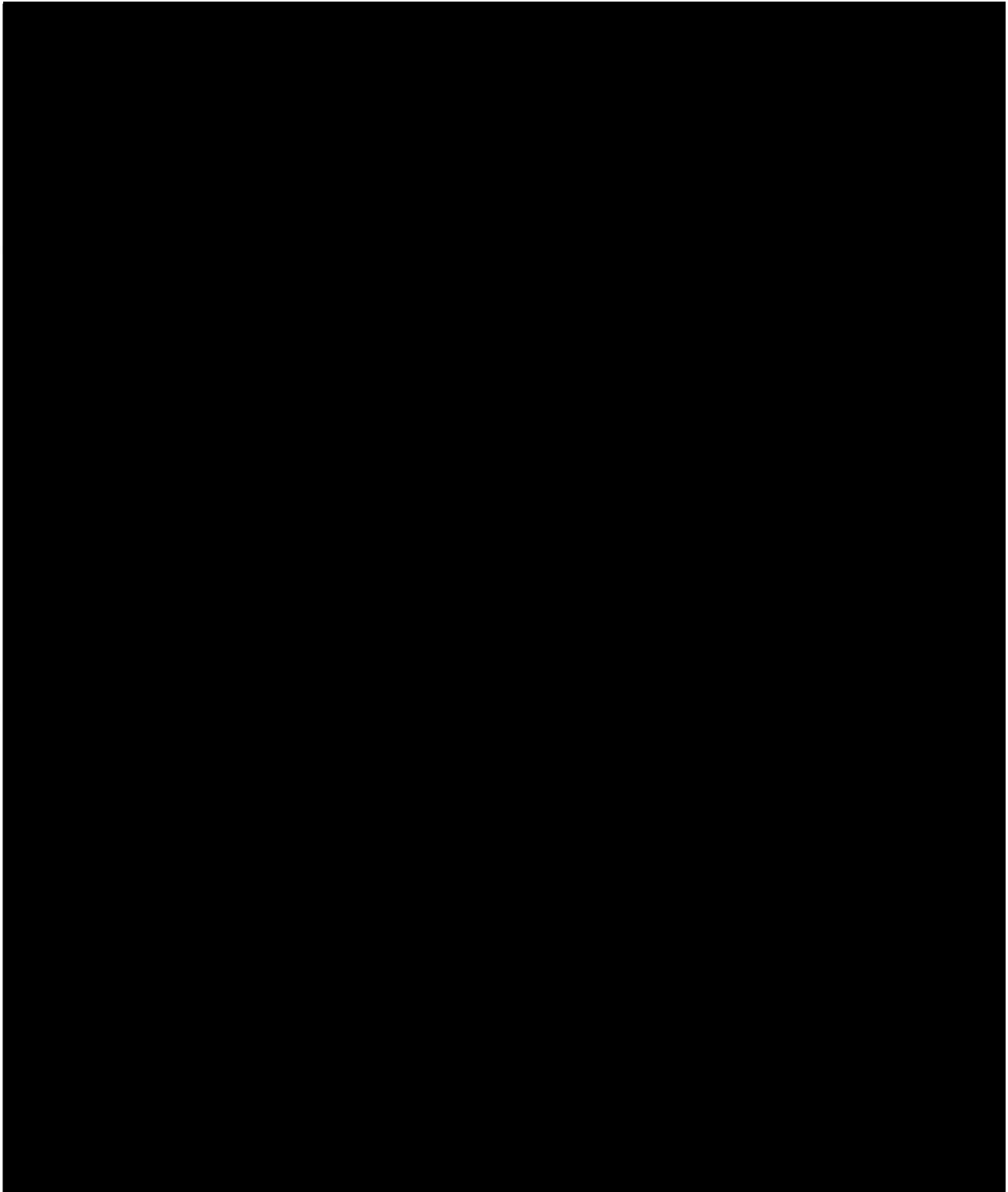
Appointments made to NHS trusts 2016/17			
	Chairs (by the PLC)	NEDs (by the sub-committees)	Total
New appointments made	4	47	
Re-appointments made	7	69	
Sub total	11	116	127
NHS charity trustees			
		Trustees	
New appointments made		6	
Re-appointments		1	
		7	

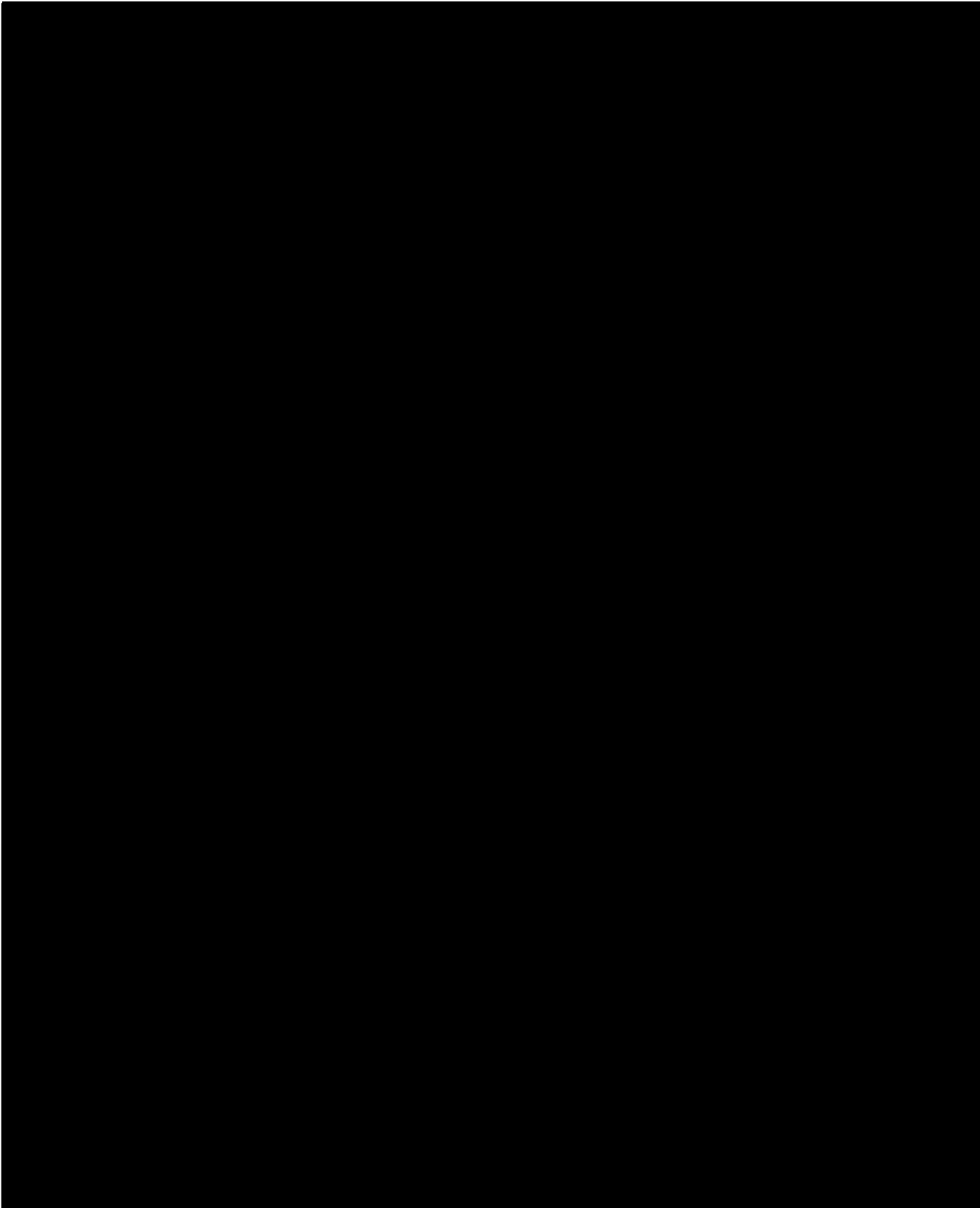
3. **Active campaigns** - the NAT is currently trying to identify new chairs for the following NHS providers:
 - Royal Cornwall Hospitals NHS Trust
 - Hull and East Yorkshire NHS Trust
 - Maidstone and Tunbridge Wells NHS Trust
 - Barts Health NHS Trust
 - Wye Valley NHS Trust

4.



5. A list of current NHS provider chairs is included at Annex A. This includes information on the terms of office and current rates of remuneration, where these are known and is sorted by region so that it can be shared with other NHS Improvement Non-Executive Directors (NEDs) with regional oversight. A full list of current and upcoming chair and NED vacancies is also included at Annex B.





Support and development activities

11. Regional chair network events – the NAT convened an event for NHS provider chairs from the North region in Leeds in early October. It was very well attended

with 11 NHS trust and 16 NHS foundation trust chairs. A further event is being held in Reading for chairs from the South on 24 October at which 29 chairs are expected. Events in London and Midlands and East had to be cancelled due to the larger joint Chair and Chief Executive Officer events co-ordinated by NHS Improvement and expected to take place in November. Further events for 2017 will be scheduled in due course.

12. **Summary of 2015/16 Chair appraisals** - all 75 involved in this exercise have returned their self-assessments of which:
 - 40% were marked and approved with a strong rating
 - 56% were rated and approved as met requirements
 - 4% are still outstanding with no rating approved

13. This demonstrates that self-assessment is, in general, an accurate way of assessing performance which allows Regional Executive Managing Directors to focus their efforts on the 25% of chairs that would benefit most from a formal face to face appraisal.

14. **Summary of 2015/16 NED appraisals** - 77 of the remaining 82 NHS trusts (93%) have returned their summary forms accounting for the appraisal of 378 NEDs. Of these:
 - 54% were rated strong
 - 43% were rated as met requirements
 - 3% were rated as needs development

15. **Learning and development themes** - although only a small proportion of Chairs and NEDs were rated as needs development (of which the majority were newly appointed in post), some key learning themes & on-going development needs were identified:
 - Better knowledge of the wider NHS - its governance, the players, strategic developments including New Models of Care
 - Board skills development – including committee chairing skills, working within the local system, improvement methodologies, strategic v operational, media handling & using IT to deliver improvements to patient care
 - Personal development – aspiring chairs programme, succession planning for under-represented groups
 - Keeping up to date – access to information about emerging issues, developments, networking, sharing best practice, shadowing

16. The Appointments Team will meet with colleagues from the Improvement Directorate to determine how some of these needs can be met in the short-term for example through the NHS Improvement “NEDtalk” programme. It will also be considered when developing NHS Improvement’s 2017/18 Board Development Plan (see the “Building Better Boards” paper later on the agenda of this meeting).

17. **Chair and NED appraisal arrangements 2016/17** - arrangements for the 2016/17 chair & NED appraisal round were agreed by the PLC at its meeting in July 2016. A proposed high-level timetable for this exercise, to be launched in January 2017, is set out below.

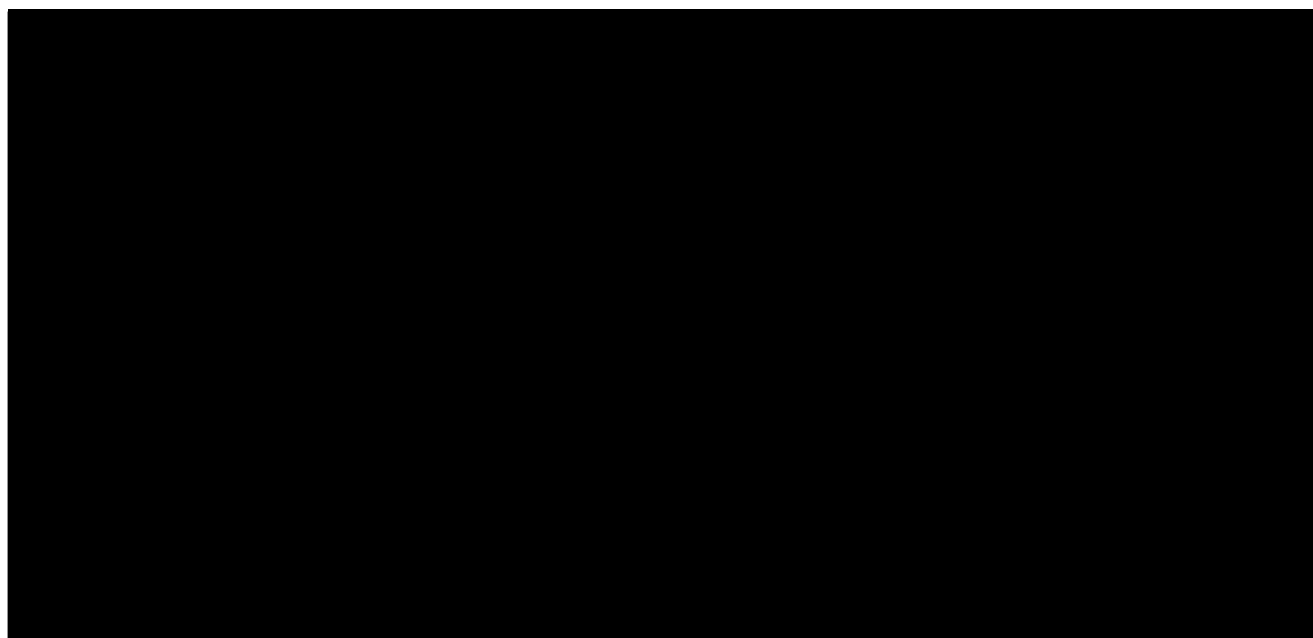
	J	F	M	A	M	J	J	A	S
Chairs to complete and return self-assessment forms	■	■	■						
Chair self-assessment forms reviewed by regional teams	■	■	■	■					
Self-assessment forms agreed where appropriate		■	■	■					
Appraisal meetings undertaken where required			■	■	■	■			
Chairs to complete and return NED appraisals				■	■	■	■		
Review of chair and NED appraisal round								■	■
L&D needs identified to inform 2017/18 board development plan									■

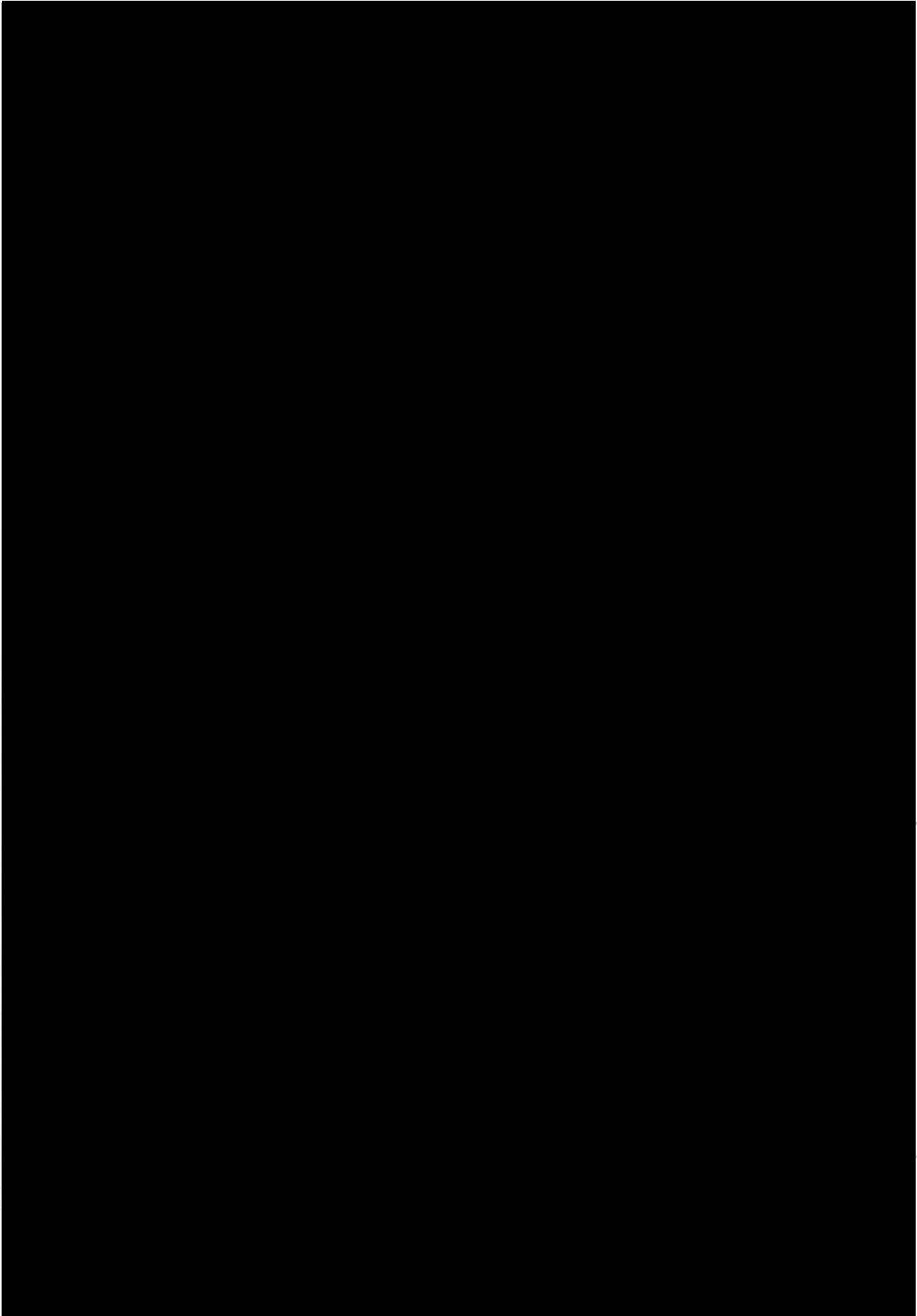
18. **Targeted provider board development programme** - the NAT has commissioned support from NHS Providers that supports the principles of NHS Improvement's emerging Provider Board Development Programme. This support will help some of the most challenged boards to deal with some of the most pressing and difficult issues they face in the coming months.

19. NHS Providers has been asked to develop and deliver six workshops for up to 180 attendees on:

- Developing an effective unitary board
- Delivering transformational change
- Recovering and maintaining performance
- From "requires improvement" to "good"

20. Participation in the workshops will be targeted at those boards and individuals that NHS Improvement, and the Regional teams in particular, feel will benefit most from attendance. Delivery of the workshops is scheduled to start in November 2016.





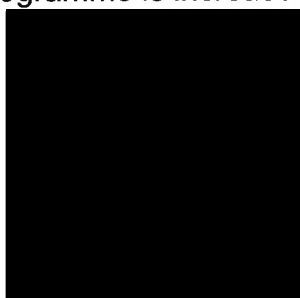


Service improvements

31. **NAT improvement space** – inspired by the recent Corporate Affairs Directorate “away day”, the NAT has dedicated an hour each week to come together and share ideas for improving the services to key stakeholders: chairs, colleagues and candidates. The NAT has already streamlined the documentation required of selection panels and is working to improve the quality of the information it holds about people on the talent pool to make matching them with vacancies more effective. NAT members have created an “improvement space” in the office where thoughts and ideas to improve the service they provide can be captured for discussion in the weekly time out sessions.

32. **Extending support to NHS Foundation Trusts** - all NHSFT chairs were contacted on 3 August about how NHS Improvement can support them in making new non-executive director appointments to their boards. Since June 2016, the NAT has been approached by 19 NHSFTs, one STP, a CCG, and a joint venture arrangement in Wiltshire asking to access the talent database, and for help to promote their roles more widely. This is an important step in building relationships with NHSFT chairs and extending support to the wider provider community.

33. **Corporate talent, engaging the corporate sector in provider NED roles** - work to harness the energy of Ed Smiths engagement with large corporates, encouraging them to support their senior talent to consider non-executive director roles on the boards of NHS providers. All of the companies he approached have been followed up and the list of companies that are actively engaging in the programme is increased, and now includes:



34. It is still early days for all of the organisations, but we are now working with the first three or four candidates from these organisations. We are arranging meetings for them with local provider chairs, as part of their initiation into the NHS and will be following up with them to determine next steps in the coming weeks.

35. **Update on remuneration issues** – at its last meeting the PLC asked to be kept informed of requests made to the Secretary of State for Health (SofS) to increase the remuneration paid to individual NHS Trust chairs. In July an increase was granted for £40,000 to retain chair of Plymouth Hospitals, and on 30 September 2016 an increase was granted to £35,000 to retain the chair of East Cheshire.
36. In September NHS Improvement was asked by the HSJ to release under FOI details of 22 requests that had been made to the SofS to increase the standard rates of remuneration for NHS Trust chairs or NEDs since June 2015. As this information had not been presented publically in this way before, the NAT contacted each individual Chair and Trust concerned prior to publication. [REDACTED]
- [REDACTED]

NHS TRUST CHAIRS IN POST AT 3 October 2016

Appointments - in strict confidence.

ORGANISATION	FIRST NAME	SURNAME	START DATE	END DATE	TERM	Current	Enhanced	COMMENTS
London								
Barking Havering and Redbridge University Hospitals	Maureen	Dalziel	24-Feb-14	31-Mar-17	1	40,000		
Barnet, Enfield and Haringey Mental Health	Michael	Fox	01-Apr-12	31-Mar-18	2	35,000		
Barts Health			01-Aug-15	31-Jul-17	1	45,000		
Camden and Islington	Leisha	Fullick						
Central London Community Healthcare	Angela	Greatley	01-Apr-16	31-Mar-18	1	35,000		
Central and North West London	Dorothy	Griffiths						
Chelsea and Westminster	Thomas	Hughes-Hallett						
Croydon Health Services	Michael	Bell	01-Jan-15	31-Dec-16	2	44,440		
East London	Marie	Gabriel						
Epsom and St. Helier University Hospitals	Laurence	Newman	01-Oct-14	30-Sep-17	2	23,600		
Great Ormond St Hospital for Children	Tessa	Blackstone						
Guy & St Thomas's Hospital	Hugh	Taylor						
Homerton University	Tim	Melville-Ross CBE						
Hounslow and Richmond Community Healthcare	Stephen	Swords	01-Apr-13	31-Mar-17	2	18,621		
Imperial College Healthcare	Richard	Sykes	01-Jan-12	31-Dec-17	1	23,600		
King's College Hospital	Robert	Kerslake						
Kingston Hospital	Sian	Bates						
Lewisham and Greenwich	Elizabeth	Butler	01-Jan-15	31-Mar-17	2	40,000		
London Ambulance Service	Heather	Lawrence	01-Jul-13	01-Apr-18	2	40,000		
London North West Healthcare	Peter	Worthington	22-Sep-14	21-Sep-18	1	23,600		
Moorfields Eye Hospital	Steven	Williams						
North Middlesex University Hospital	John	Carrier	04-Jun-13	03-Dec-16	1	21,105		
Oxleas	Andy	Trotter						
Royal Brompton and Harefield	Neil	Lerner						
Royal Free London	Dominic	Dodd						
Royal National Orthopaedic Hospital	Anthony	Goldstone	01-Feb-15	31-Jan-17	2	18,621		
South London and Maudsley	Roger	Paffard						
South West London and St George's Mental Health	Peter	Molyneux	01-May-11	30-Apr-17	1	37,500		
St George's University Hospitals	David	Henshaw						
Tavistock and Portman	Paul	Burstow						
The Hillingdon Hospitals	Richard	Sumray						
The Royal Marsden - NEW CHAIR	Charles	Alexander	20-Sep-16	?				
University College London Hospitals	Richard	Murley						
West London Mental Health	Tom	Hayhoe	05-Jan-13	31-Mar-17	2	35,000		
Whittington Health	Stephen	Hitchins	01-Jan-14	31-Dec-18	1	21,105		
Midlands & East								
Basildon & Thurrock University Hospitals	Nigel	Beverley						
Bedford Hospital	Gordon	Johns	01-Jan-15	30-Jun-18	1	21,105		
Birmingham and Solihull Mental Health	Sue	Davis						
Birmingham Children's Hospital	Dame Christine	Braddock						
Birmingham Community Healthcare	Tom	Storrow						
Birmingham Women's	Dame Christine	Braddock						
Burton Hospitals	John	Rivers						
Cambridge University Hospitals	Jane	Ramsey						

NHS TRUST CHAIRS IN POST AT 3 October 2016

Appointments - in strict confidence.

ORGANISATION	FIRST NAME	SURNAME	START DATE	END DATE	TERM	Current	Enhanced	COMMENTS
Cambridgeshire Community Services	Nicola	Scrivings	01-Jan-15	31-Dec-17	1	21,105		
Cambridgeshire and Peterborough	Julie	Spence						
Chesterfield Royal Hospital	Helen	Philipps						
Colchester Hospital University	David	White						
Coventry & Warwickshire Partnership	Jagtar	Singh	15-Sep-16	14-Sep-19	2	35,000		
Derby Teaching Hospitals	John	Rivers						
Derbyshire Community Health Services	Prem	Singh						
Derbyshire Healthcare	Richard	Gregory						
Dudley and Walsall Mental Health Partnership	Ben	Reid	08-Apr-16	07-Apr-18	1	30,000		
East and North Hertfordshire	Ellen	Schroder	01-Apr-16	31-Mar-20	1	40,000		
East Midlands Ambulance Service	Pauline	Tagg	01-Oct-16	30-Sep-17	3	30,000		
East of England Ambulance Service	Sarah	Boulton	10-Mar-14	09-Mar-18	1	37,517		
George Eliot Hospital	Stuart	Annan	01-Dec-13	30-Nov-17	2	21,105		
Heart of England	Jacqui	Smith						
Hertfordshire Community	Declan	O'Farrell	01-Apr-13	31-Mar-17	3	21,105		
Hertfordshire Partnership University	Christopher	Lawrence						
Hinchingbrooke Health Care	Alan	Burns	01-Apr-15	31-Mar-17	1	30,000		
Ipswich Hospital	David	White	01-Nov-15	31-Oct-17	1	35,000		
James Paget University Hospitals	David	Wright						
Kettering General Hospital	Graham	Foster						
Leicestershire Partnership	Cathy	Ellis	03-Sep-15	02-Sep-17	1	35,000		
Lincolnshire Community Health Services	Elaine	Baylis	01-Apr-15	31-Mar-17	1	30,000		
Lincolnshire Partnership	Paul	Devlin						
Luton and Dunstable University Hospital	Simon	Linett						
Mid Essex Hospital Services	Sheila	Salmon	01-Apr-14	31-Mar-18	2	39,794		
Milton Keynes University Hospital	Margaret	Wall						
Norfolk Community Health and Care	Geraldine	Broderick	20-Jun-16	19-Jun-18	1	30,000		
Norfolk and Norwich University Hospitals	John	Fry						
Norfolk and Sussex	Gary	Page						
North Essex Partnership University	Chris	Paveley						
North Staffordshire Combined Healthcare	David	Rogers	01-Apr-16	31-Mar-18	1	30,000		
Northampton General Hospital	Paul	Farenden	01-Mar-12	28-Feb-18	2	21,105		
Northampton Healthcare	Paul	Bertin						
Nottinghamshire Healthcare	Dean	Fathers						
Nottingham University Hospitals	Louise	Scull	01-Dec-13	30-Nov-19	2	23,600		
Papworth Hospital	John	Wailwork						
Peterborough and Stamford Hospitals	Robert	Hughes						
Princess Alexandra Hospital	Holden	Andrew	01-Apr-13	31-Mar-17	1	21,105		
Queen Elizabeth Hospital King's Lynn	Edward	Libbey						
Royal Wolverhampton	Jeremy	Vanes	29-Sep-16	28-Mar-17	1	40,000		
Sandwell and West Birmingham Hospitals	Richard	Samuda	01-Apr-16	31-Mar-19	1	23,600		
Sherwood Forest Hospitals	Louise	Scull						
Shrewsbury and Telford Hospital	Peter	Latchford	01-Nov-13	31-Oct-17	1	32,158		
Shropshire Community Health	Mike	Ridley	01-Jan-12	31-Dec-16	2	21,105		

NHS TRUST CHAIRS IN POST AT 3 October 2016

Appointments - in strict confidence.

ORGANISATION	FIRST NAME	SURNAME	START DATE	END DATE	TERM	Current
South Essex Partnership University	Lorraine	Cabel				
South Staffordshire and Shropshire Healthcare	Martin	Gower				
South Warwickshire	Russell	Hardy				
Southend University Hospital	Alan	Tobias				
Staffordshire & Stoke-on-Trent Partnership	David	Pearson	06-Jun-16	05-Jun-18	1	37,167
The Black Country Partnership	Joanna	Newton				
The Dudley Group	Jennifer	Ord				
The Robert Jones and Agnes Hunt Orthopaedic	Frank	Collin				
The Royal Orthopaedic Hospital	Yve	Buckland				
United Lincolnshire Hospitals	Dean	Fathers	05-Mar-16	04-Mar-18	1	40,000
University Hospitals Birmingham	Jacqui	Smith				
University Hospitals Coventry & Warwickshire	Andrew	Meehan	17-Feb-14	16-Feb-18	2	39,000
University Hospitals North Midlands	John	MacDonald	04-Aug-11	03-Aug-17	2	40,000
University Hospitals of Leicester	Karamjit	Singh	01-Oct-14	30-Sep-19	2	40,000
Walsall Healthcare	Danielle	Oum	08-Apr-16	07-Apr-18	1	35,000
West Hertfordshire Hospitals	Steve	Barnett	09-Nov-15	08-Nov-17	1	40,000
West Midlands Ambulance Service	Graham	Meldrum				
West Suffolk	Roger	Quince				
Worcestershire Acute Hospitals	Caragh	Merrick	01-Sep-16	31-Aug-20	1	40,000
Worcestershire Health and Care	Christopher	Burdon	01-Jul-11	30-Jun-17	2	30,000
Wye Valley			01-Dec-14	31-May-17	2	18,821
North						
5 Boroughs Partnership	Bernard	Pilkington				
Aintree University Hospitals	Neil	Goodwin				
Airedale	Michael	Luger				
Alder Hey Children's	Sir David	Henshaw				
Barnsley Hospital	Stephen	Wragg				
Blackpool Teaching Hospitals	Ian	Johnson				
Bolton	David	Wakefield				
Bradford District Care	Michael	Smith				
Bradford Teaching Hospitals	Trevor	Higgins				
Bridgewater Community Healthcare	Harry	Holden				
Calderdale and Huddersfield	Andrew	Haigh				
Calderstones Partnership	Rupert	Nichols				
Central Manchester University Hospitals	Steve	Mycio				
Cheshire and Wirral Partnership	Mike	Maier				
City Hospitals Sunderland	John	Anderson				
Countess of Chester Hospital	Duncan	Nichol				
County Durham and Darlington	Paul	Keane				
Cumbria Partnership	Mike	Taylor				
Doncaster and Bassetlaw Hospitals	Chris	Scholey				
East Cheshire	Lynn	McGill	01-Nov-16	31-Oct-20	3	35,000
East Lancashire Hospitals	Eileen	Fairhurst	01-Feb-14	31-Jan-20	1	23,600
Gateshead Health	Julia	Hickey				

NHS TRUST CHAIRS IN POST AT 3 October 2016

Appointments - in strict confidence.

ORGANISATION	FIRST NAME	SURNAME	START DATE	END DATE	TERM	Current
Harrogate and District	Sandra	Dodson				
Hull & East Yorkshire Hospitals	Michael	Ramsden	01-Feb-15	31-Jan-17	1	40,000
Humber	Sharon	Mays				
Lancashire Care	David	Eva				
Lancashire Teaching Hospitals	Stuart	Heys				
Leeds Community Healthcare	Neil	Franklin	08-May-14	07-May-18	2	21,105
Leeds Teaching Hospitals	Linda	Pollard	01-Aug-14	31-Jul-18	2	44,440
Leeds and York Partnership	Frank	Griffiths				
Liverpool Community Health	Trevor	Lake	21-May-15	20-May-17	3	21,105
Liverpool Heart and Chest Hospital	Neil	Large				
Liverpool Women's	Robert	Clarke	01-Mar-16			
Manchester Mental Health and Social Care	John	Scampion	01-Sep-12	30-Apr-17	2	21,105
Mersey Care	Beatrice	Fraenkel				
Mid Cheshire Hospitals	Dennis	Dunn				
Mid Yorkshire Hospitals	Jules	Preston	01-Apr-14	31-Mar-18	2	39,800
North Cumbria University Hospitals	Gina	Tiller	09-Apr-14	08-Apr-18	1	36,779
North East Ambulance Service	Ashley	Winter				
North Tees and Hartlepool	Paul	Garvin				
Northern Lincolnshire and Goole Hospitals	Jim	Whittingham				
Northumberland Tyne and Wear	Hugh	Morgan Williams				
Northumbria Healthcare	Alan	Richardson				
North West Ambulance Service	Wyn	Dignan	01-Feb-15	31-Jan-17	1	35,000
Pennine Acute Hospitals	Jim	Potter	01-Apr-16	31-Mar-17	1	40,000
Pennine Care	John	Schofield				
Rotherham Doncaster and South Humber	Peter	Lawson				
Royal Liverpool & Broadgreen University Hospitals	Bill	Griffiths	05-Jan-15	04-Jan-17	1	40,000
Salford Royal	Jim	Potter				
Sheffield Children's	Nick	Jeffrey				
Sheffield Health and Social Care	Jayne	Brown				
Sheffield Teaching Hospitals	Tony	Pedder				
Southport & Ormskirk Hospital	Sue	Musson	01-Nov-14	31-Oct-16	1	30,000
South Tees Hospitals	Deborah	Jenkins				
South Tyneside	Neil	Mundy				
South West Yorkshire Partnership	Ian	Black				
Stockport	Gillian	Easson				
St Helens & Knowsley Teaching Hospitals	Richard	Fraser	01-May-14	30-Apr-20	2	21,105
Tameside Hospital	Paul	Connellan				
Tees, Esk and Wear Valleys	Lesley	Bessant				
The Christie	Christine	Outram				
The Clatterbridge Cancer Centre	Wendy	Williams				
The Newcastle Upon Tyne Hospitals	Kingsley	Smith				
The Rotherham	Martin	Havenhand				
The Walton Centre	Ken	Hoskisson				
University Hospital of South Manchester	Barry	Clare				

NHS TRUST CHAIRS IN POST AT 3 October 2016

ORGANISATION	FIRST NAME	SURNAME	START DATE	END DATE	TERM	Current
University Hospital of Morecambe Bay	Pearse	Butler				
Warrington and Halton Hospitals	Steve	McGuirk				
Wirral Community	Frances	Street				
Wirral University Teaching Hospital	Michael	Carr				
Wrightlington, Wigan and Leigh	Robert	Armstrong				
York Teaching Hospitals	Susan	Symington				
Yorkshire Ambulance Service	Kathryn	Lavery	01-Jul-16	30-Jun-18	1	35,000
South						
2gether	Ruth	FitzJohn				
Ashford & St Peter's Hospitals	Aileen	McLeish				
Avon & Wiltshire Mental Health Partnership	Hitchings	Charlotte	07-Nov-16	06-Nov-19	1	35,000
Berkshire Healthcare	John	Hedger				
Brighton & Sussex University Hospitals	Anthony	Kildare	18-May-16		1	23,600
Buckinghamshire Healthcare	Hattie	Llewelyn-Davies	19-Mar-14	18-Mar-18	2	37,167
Cornwall Partnership	Barbara	Vann				
Dartford & Gravesham	Janardan	Sofat	01-Jan-14	31-Dec-17	1	21,105
Devon Partnership	Julie	Dent	01-Mar-13	28-Feb-17	1	21,105
Dorset County Hospital	Mark	Addison				
Dorset Healthcare University	Ann	Abraham				
East Kent Hospitals University	Nikki	Cole				
East Sussex Healthcare	David	Clayton-Smith	11-Jan-16	10-Jan-18	1	40,000
Frimley Health	Pradip	Patel				
Gloucestershire Care Services	Ingrid	Barker	22-Mar-13	21-Mar-17	1	21,105
Gloucestershire Hospitals	Clair	Chilvers				
Great Western Hospitals	Roger	Hill				
Hampshire Hospitals	Elizabeth	Padmore				
Isle of Wight	Eve	Richardson	17-Aug-15	16-Aug-17	1	30,000
Kent Community Health	David	Griffiths				
Kent and Medway NHS and Social Care Partnership	Andrew	Ling	01-Nov-11	31-Oct-17	2	23,600
Maidstone & Tunbridge Wells	Anthony	Jones	01-Jan-13	31-Dec-16	2	44,440
Medway	Shena	Winning				
North Bristol	Peter	Rilett	02-Nov-13	01-Nov-17	2	23,600
Northern Devon Healthcare	Roger	French	01-Feb-15	31-Jan-17	2	18,621
Oxford Health	Martin	Howell				
Oxford University Hospitals	Dame Fiona	Caldicott				
Plymouth Hospitals	Richard	Crompton	01-Aug-16	31-Jul-18	1	40,000
Poole Hospital	Angela	Schofield				
Portsmouth Hospitals	Ian	Carruthers	01-Nov-16	30-Jun-17	1	23,600
Queen Victoria Hospital	Beryl	Hobson				
Royal Berkshire	Graham	Sims				
Royal Cornwall Hospitals	Mairi	McLean				35,000
Royal Devon and Exeter	James	Brent				
Royal Surrey County Hospital	John	Denning				
Royal United Hospitals Bath	Brian	Stables				
Salisbury	Nick	Marsden				

NHS TRUST CHAIRS IN POST AT 3 October 2016

Appointments - in strict confidence.

ORGANISATION	FIRST NAME	SURNAME	START DATE	END DATE	TERM	Current	COMMENTS
Solent Healthcare	Alistair	Stokes	01-Apr-13	31-Mar-17	2	18,621	
Somerset Partnership	Stephen	Ladyman					
South Central Ambulance Service	Trevor	Jones					
South East Coast Ambulance Service	Peter	Dixon					
South Western Ambulance Service	Heather	Strawbridge					
Southern Health	Tim	Smart					
Surrey and Borders	Richard	Greenhalgh					
Sussex Community	Susan	Sjuve					
Sussex Partnership	Caroline	Armitage					
Surrey & Sussex Healthcare	Alan	McCarthy	01-Apr-17	31-Mar-19	4	35,000	
Taunton and Somerset	Colin	Drummond					
The Royal Bournemouth and Christchurch Hospitals	Jane	Stitchbury					
Torbay and South Devon	Richard	Ibbotson					
University Hospitals Bristol	John	Savage					
University Hospital Southampton	Peter	Hollins					
Weston Area Health	Grahame	Paine	17-Nov-15	16-Nov-17	1	18,621	
Yeovil District Hospital	Paul	von der Heyde					

KEY

	Activity underway / expected
	Still on standard rates of remuneration
	Activity coming up / expected
	Term end Imminent - decision required
	FT

NHSI - current non-executive vacancies

Post Type	Comments	Region	Weblink	Spec	Trust information
Non-executive Director	[REDACTED]	London	Website	Board level expertise in: IT with an understanding of the potential for technology to advance patient care; or familiarity with City Hall and the machinery of London politics; or Organisational Development for quality improvement	London Ambulance Service NHS Trust is the busiest emergency ambulance service in the UK: it is also the only London-wide NHS trust
Chair	[REDACTED]	London	Website	Organisational change/leadership exp/building relationships/governance	The Trust, which includes the world famous St Bartholomews, the Royal London, Newham University and Whipps Cross University Hospitals among others, is the largest NHS Trust in the country and a national centre of clinical excellence with a proud tradition in medical education and research.
3 Non-executive Directors	Live - closes 3 November 2016	London	Website	Clinical/Safety/Finance	A University Teaching Trust affiliated to Middlesex University. The trust's ties with the University are growing continually and they have already seen clinicians and academics working together on mental health education, and research and development projects, which meet the needs of local people.
Non-executive Director	[REDACTED]	Midlands & East			
Non-executive Director	[REDACTED]	Midlands & East			
Non-executive Director	[REDACTED]	Midlands & East			
3 Non-executive Directors	Live - closes 24 October 2016	Midlands & East	Website	HR/Strategy/Performance management	Distributed across the three sites; the Alexandra Hospital in Redditch; the Kidderminster Hospital and Treatment Centre, and the Worcestershire Royal Hospital in Worcester. It also operates services from three Community Hospitals: Princess of Wales Community Hospital, Evesham Community Hospital and Malvern Community Hospital. The trust has 954 beds, over 5,800 employees and has an annual income of £350 million.

Post Type	Comments	Region	Weblink	Spec	Trust information
1 Non-executive Director & 1 Associate	Live - closes 7 November 2016	Midlands & East	Website	Clinical/Patient exp from underrepresented group/change & transformation	One of the biggest and busiest Trusts in the country. The 14,000 staff provide a range of services to the complex and diverse communities across Leicester, Leicestershire and Rutland. As a nationally and internationally-renowned provider of specialist services in cardio-respiratory diseases, cancer and renal disorders, the Trust also reaches a further two to three million patients from the rest of the country. The Trust's vision over the next five years is to become a successful, patient centred, FT that is internationally recognised for placing quality, safety and innovation at the centre of service provision.
Chair				Organisational change/leadership exp/building relationships/governance	
Non-executive Director	Live - closes 14 November 2016	South	Website	Finance	Maidstone and Tunbridge Wells NHS Trust (the Trust) is a large acute hospital Trust in the south east of England. The Trust was legally established on 14 th February 2000, and provides a full range of general hospital services and some areas of specialist complex care to around 560,000 people living in the south of West Kent and the north of East Sussex.
Chair	Live - closes 10 November 2016	South	Website	Organisational change/leadership exp/building relationships/governance	The Royal Cornwall Hospitals NHS Trust is the principal provider of acute care services in the county of Cornwall and the Isles of Scilly. It serves a population of around 450,000 people, a figure that can be doubled by holidaymakers during the busiest times of the year. The trust employs approximately 5,000 staff and has an annual budget of approximately £350 million
Chair		North		Organisational change/leadership exp/building relationships/governance	

Post Type	Comments	Region	Weblink	Spec	Trust information
Non-executive Director	Live - closes 6 November 2016	North	Website	HR	The Leeds and York Partnership NHS Foundation Trust provides a comprehensive range of mental health and learning disability services for the people locally, county-wide and, for some services, nationally. On 1 August 2007 NHS Improvement, the independent regulator of foundation trusts, authorised us as a foundation trust, and we were formed as the Leeds Partnerships NHS Foundation Trust under the NHS Act 2006. As a foundation trust we continue to provide mental health and learning disability services but are no longer performance managed by the local Strategic Health Authority or the Department of Health.
Non-executive Director	Live - closes 30 November 2016	North	Website	Business Finance	A specialist mental health trust providing community, inpatient and forensic services. The Trust achieved FT status in 2007 and in 2013, community health and wellbeing services transferred to the Trust from neighbouring local health care organisations. This doubled the size of the Trust, extended the range of services provided and enabled the Trust to provide joined up care that meets both the physical and mental health needs of the local population and beyond.
Non-executive Director	Live - closes 4 November 2016	North	Website	Governance, Strategy, Finance	The largest provider of NHS services across Cumbria. Around 4000 staff operate 60 different community and mental health services from over 20 main sites and many other premises shared with other health or community services such as GP surgeries. In any one year the trust sees around one fifth of the population providing health care services from new babies to care of the frail and elderly.