

To: Provider Leadership Committee

For meeting on: 25 January 2018

Agenda item: 4

Report by:
Manager

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Report on: Quarterly overview of the work of the Non-executive Appointments Team

Introduction

1. The purpose of this paper is to brief the Provider Leadership Committee (PLC) on the work done by the Non-executive Appointments Team and is separated into the following areas:
 - Appointment activity – a breakdown of the NHS trust chair, non-executive director (NED) and charity trustee appointments made by the PLC and its subcommittees in the year to date 2017/18, and ongoing chair campaign activity;
 - Diversity overview – which monitors the impact these appointments have had on the overall diversity of the NHS trust non-executive community and highlights work on initiatives to understand and improve diversity across the whole NHS provider sector; and
 - Development – an outline of the ongoing support for the NHS provider non- executive community.

Appointment activity

Appointments made year to date in 2017/18

2. The table below sets out the number and types of appointments

made to NHS trusts by NHS Improvement's PLC and sub-committees in the year to date (YTD) 2017/18:

Appointments made YTD 2017/18 (compared to 2016/17 full year)			
	Chairs Appointed by the PLC	NEDs Appointed by the sub- committees)	Total
New appointments made	11 (16)	75 (97)	86 (113)
Re-appointments/extensions made	20 (32)	126 (157)	146 (18)
Sub total	31 (48)	201 (254)	232 (302)

3. This demonstrates that at the end of Q3 the number of appointments made year to date is currently 77%-of those made last year. At the end of Q3 2016/17 the PLC and its subcommittees had made 212 appointments in total. Of 488 individuals currently appointed to NHS Trusts over 50 have terms coming to end during Q4 so this suggests that activity levels by the end of Q4 are likely to be similar to last year.
4. In addition to these appointments, two NHS charity trustees have been re-appointed. This is a reducing area of responsibility for the Non-executive Appointments Team as only three NHS charity trustee bodies remain.

Active chair recruitment campaigns during Q3

5. New chair appointments were made to Croydon Health Services NHS Trust and Shrewsbury and Telford Hospital NHS Trust following open competitions – although in the case of the Croydon the incumbent was appointed again and the Chair of another NHS trust has been appointed to Shrewsbury and Telford. Appointments were not made to North Bristol and United Lincolnshire Hospitals NHS Trusts after recruitment campaigns, even though they both identified appointable candidates.
6. Interim chair appointments were made to University Hospitals North Midlands NHS Trust and United Lincolnshire Hospitals to provide leadership while new chairs are recruited. Work is underway to identify new chairs through open competition for the following NHS providers:
 - University Hospitals North Midlands NHS Trust
 - North Bristol NHS Trust
7. A full list of current and upcoming chair and NED vacancies is provided at Annex A.

Update on the effectiveness of the new random checks on qualifications

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8. The committee agreed that the NED Appointments Team should carry out random one in 10 qualification checks for newly appointed individuals as part of its due diligence. It also agreed that checks should be undertaken on the most senior / significant qualification held by the individual. At its last meeting the committee asked to be updated on the effectiveness of these checks.

9. In Q3, 33 new appointments were made. The NED Appointments Team asked for proof of qualifications from four new appointees including two chairs. This is in addition to the usual checks undertaken for qualifications required for a specific role, usually audit chairs. The qualifications checked included BA's in Business Management and Social Policy & Administration, a Master's in Business Admin and a City and Guilds certificate. No issues were identified when undertaking these checks and the task has not been overly burdensome on the team.

10. Going forward it is proposed that all new chairs will be asked to provide proof of qualifications and one in 10 new NEDs will be randomly identified for qualification checks as part of the team's quarterly statistics. Any potential issues raised will be escalated as appropriate.

Use of search companies in chair recruitment

11.
- The PLC reviewed the outcome of research undertaken by the Appointments Team that demonstrated that the majority of new chairs appointed by NHSI are already know within the service, even where commercial search was involved in the recruitment exercise. It was agreed that chairs who had been appointed after a competition involving commercial search would be interviewed to identify the additional value such companies bring to the selection and recruitment process, over and above that of identifying candidates. This work is ongoing but a verbal update will be provided to the Committee.

Update on remuneration issues

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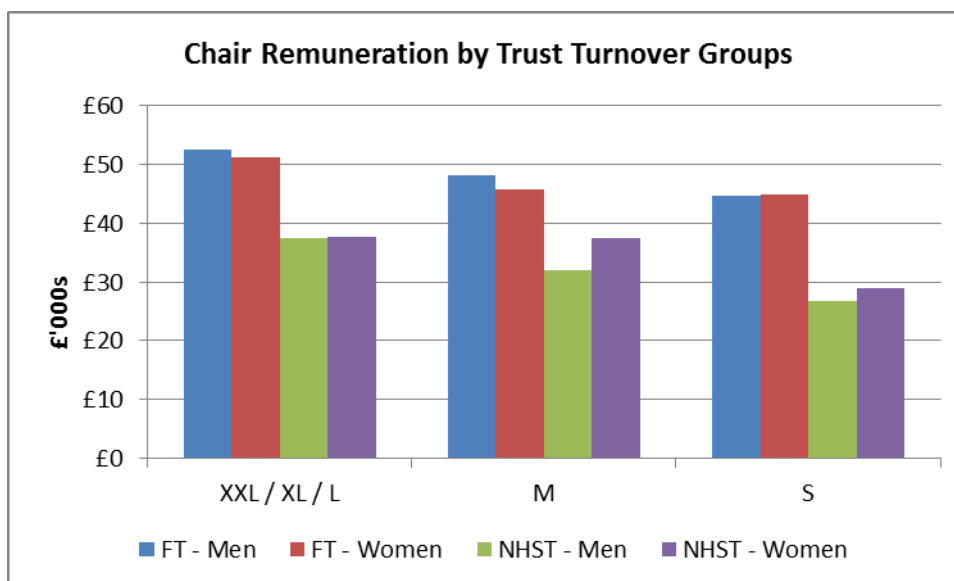
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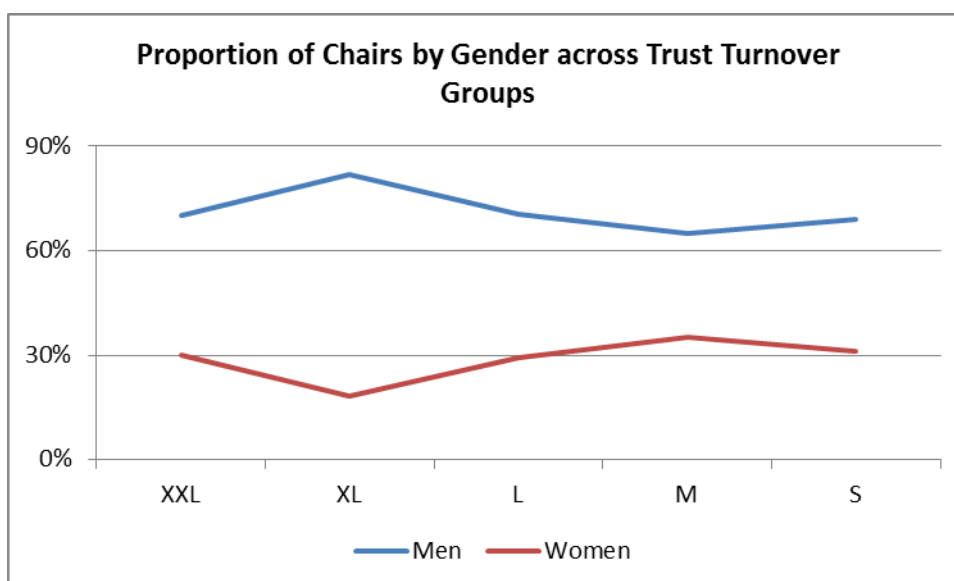
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Gender and remuneration

25. At its last meeting the committee asked that further analysis be undertaken into whether gender has any impact on what NHS chairs are paid. The Board diversity data reveals that there is very little difference between the average remuneration paid to men (£41,899) and women (£41,705). The chart below provides a more detailed analysis based on the relative size of provider organisations (based on planned turnover 2017/18):



26. While it is clear that gender is not a significant factor when determining the level of remuneration payable within groups, the table below indicates that the genders are not evenly distributed across the groups:



Development

Regional chair network events

27. There was only one event in Q3, for the Midlands and East Region for which the feedback score was 4.3 (out of 5). Where possible, the next round of events will be organised to enable Ian Dalton & Dido Harding to attend. Details of upcoming events are provided in the table below:

Region	Date and board attendees
Midlands & East	31/1/2018, 25/4/2018 (Dido Harding attending) & 25 th July 2018 (Sarah Harkness attending all events)
North	2/2/2018 focusing on workforce
South	TBC
London	19/1/2018 (Sigurd Reinton attending)

NED events

28. The Appointments Team continues to work with partner organisations to ensure that a range of development opportunities are available to the NED and Lay Member communities across providers and commissioners and to identify possible areas for future joint working. Webinars are to be held for the suggested local NEDS and Lay Members network leads in April/May, with an event for all lay members and NEDs to be scheduled for September 2018.
29. The first pilot event held exclusively for the NHS provider NED community in the London region was held on 19 October 2017. The event was attended by 40 NEDs and focused on STPs and Learning from Deaths. Feedback was very positive with the event scoring 3.7 (out of 5). The Team is working with the London Team to arrange the next event and with the Midlands and East Team on the arrangements for their first NED event. The other ERMD's will be contacted shortly to ask them to consider hosting similar events in the other areas of the country.

Board Game event

30. On 23 March 2018, 30 new NEDs and NExT Directors working in acute trusts will have the opportunity to take part in HfMA's NHS Operating Game. The game demonstrates in a very interactive way, the link between operational, financial and clinical decisions in the acute setting, allowing participants to understand how an acute provider earns its income and where it spends its money.

Non– executive induction events

31. NHS Providers is running two-day induction events throughout the year for newly appointed NEDs of all provider organisations. A full programme of events is confirmed for 2018.

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Annex B

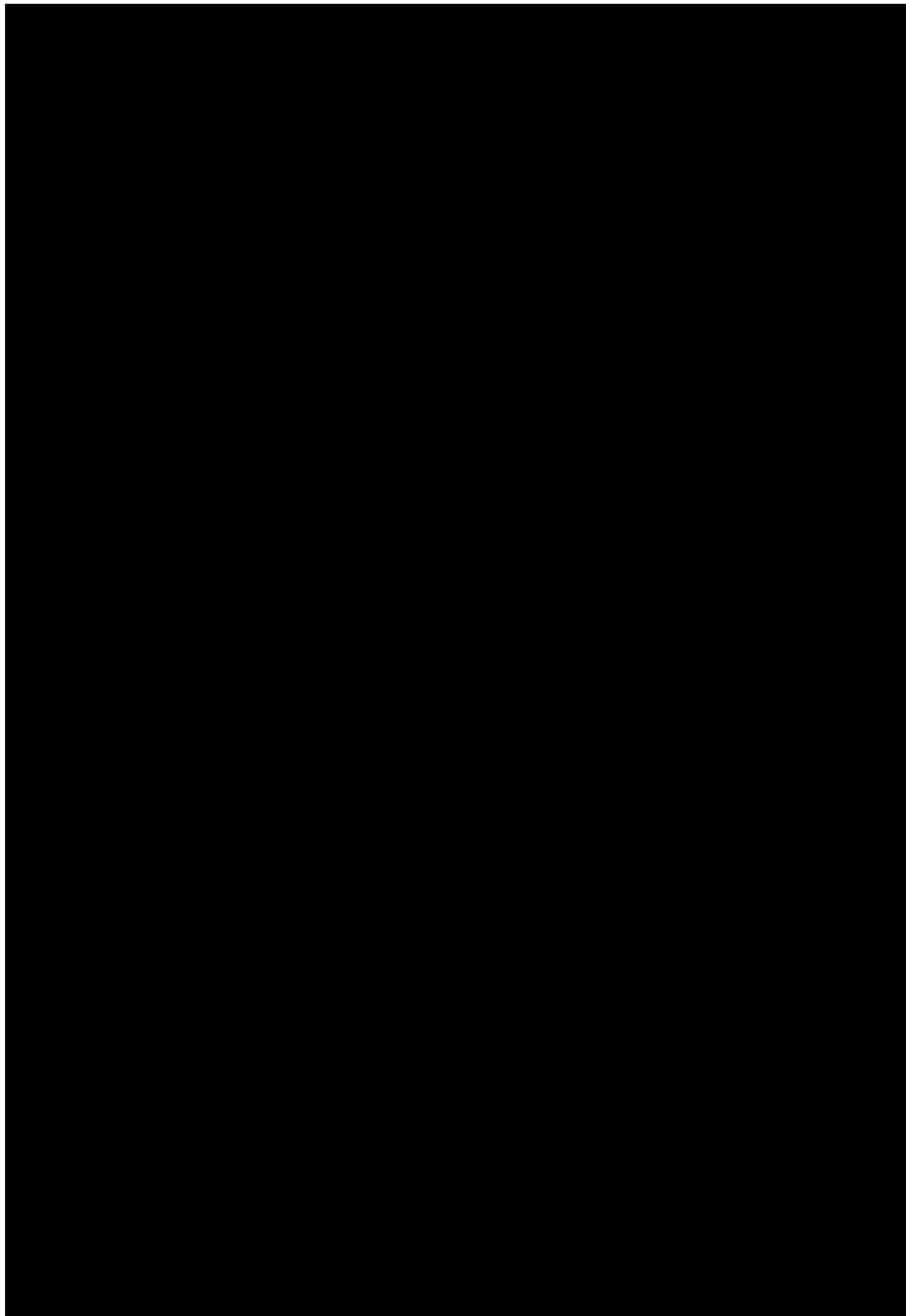
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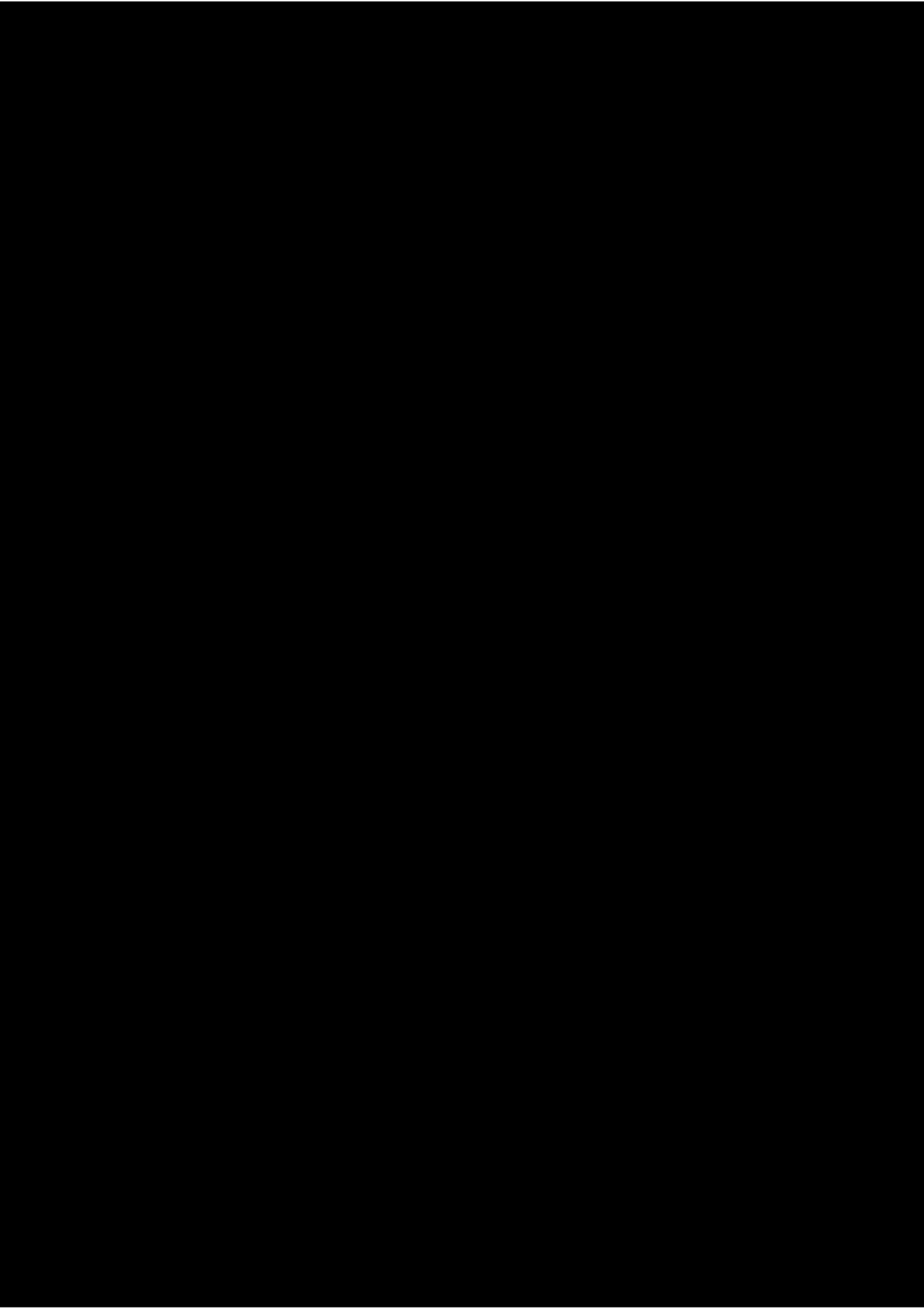
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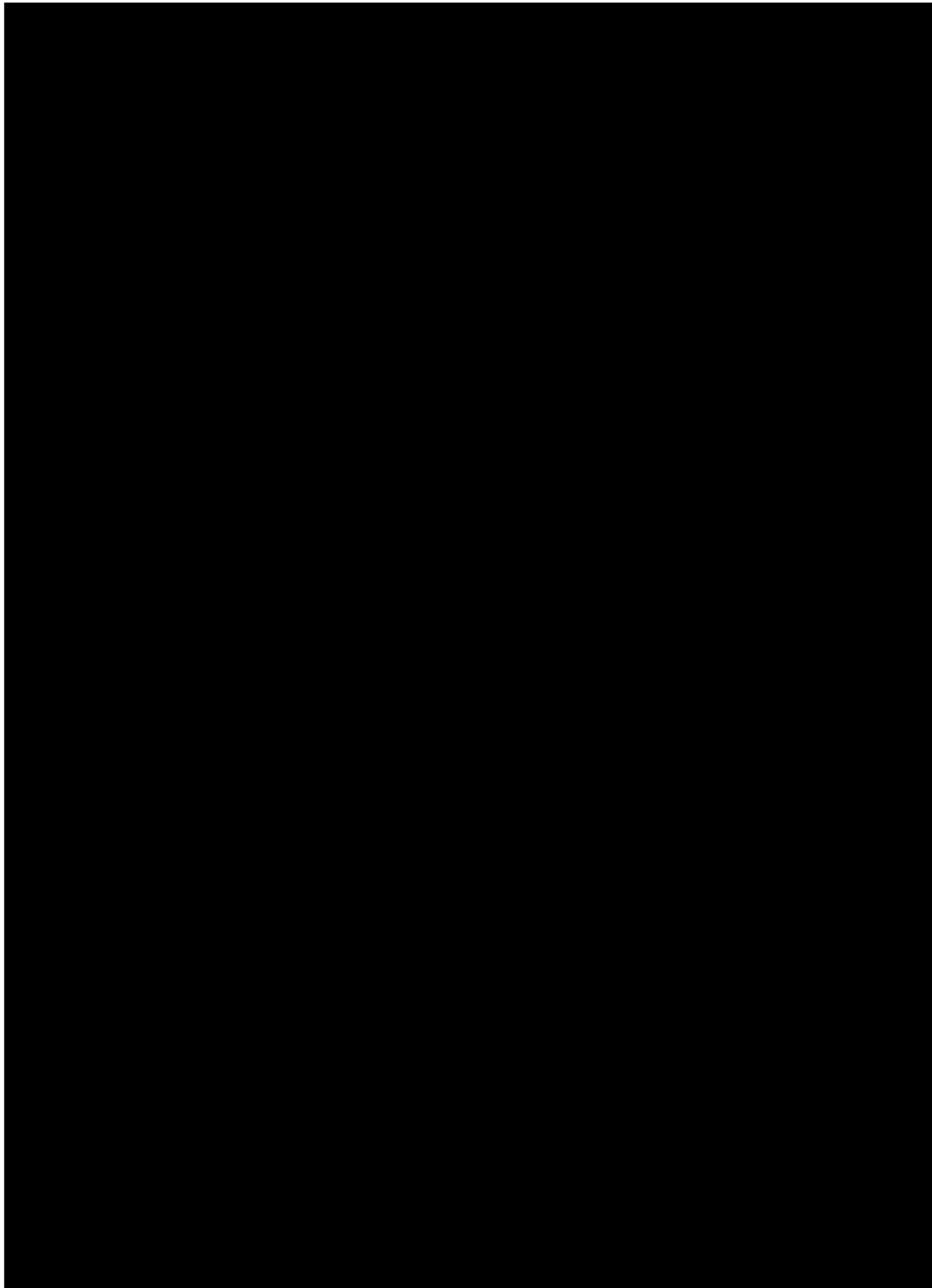


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Organisation	Post Type	Status	Closing Date	Region	Weblink	Person specification	Trust information
Bristol Community Health CIC	2 Non-Executive Directors	Live	23-Jan-18	South	Website	Post 1 - Senior or Board level experience. A background in business, informatics/ technology, HR/ workforce, health/ social care or the third sector would be an advantage. Post 2 - A developmental post for someone from a Black or Minority Ethnic (BME) community that can help the trust in supporting the diverse communities they serve.	Bristol Community Health (CIC) are the leading provider for community healthcare in the city, serving a population of over 450,000. They provide over 40 different services, ranging from community nursing teams and end of life care to prison healthcare, school nursing, health visiting, diabetes support and physiotherapy. They employ over 1,700 staff which are mostly made up of highly-skilled frontline clinicians.
Norfolk Community Health and Care NHS Trust	Non-executive Director	Live	26-Jan-18	Midlands	Website	Senior or board level finance experience, gained in a large, complex organisation with the ability to chair the Audit Committee, preferably with a financial qualification	Norfolk Community Health and Care NHS Trust serves a population of nearly 900,000 people in Norfolk with community health and care services, as well as providing a specialist Early Supported Discharge service to stroke patients in Norfolk and Suffolk. They employ 2,230 members of staff and in 2016/17 they had a turnover of £133m.
The Royal Berkshire NHS Foundation Trust	Non-Executive Director	Live	28-Jan-18	South	Website	Clinician with board or senior management experience	The Royal Berkshire NHS Foundation Trust is one of the largest district general hospital foundation trusts in the country. With a turnover of over £345m, employing over 5,000 staff and delivering care from 5 locations, they provide acute medical and surgical services to a population of 500,000 patients in Reading, Wokingham and West Berkshire and specialist services to a wider population of 1 million across Berkshire and its borders
Ashford and St. Peter's Hospitals NHS Foundation Trust	Non-executive Director	Live	5-Feb-18	London	Website	Senior or board level ideally with a background in marketing or communications.	Ashford & St. Peter's Hospitals NHS Foundation Trust (ASPH) is the largest provider of acute hospital services to Surrey residents, serving a population of 410,000 people living in the boroughs of Runnymede, Spelthorne, Woking and parts of Elmbridge, Hounslow, Surrey Heath and beyond. The Trust employs around 3,800 individual members of staff and in 2016/17 our turnover for the year was £288 million. The Trust also provides a full range of acute hospital services and some specialist services (such as neonatal intensive care (NICU) and cardiovascular services) to a population of up to one million people in central and eastern Surrey.
Yeovil District Hospital NHS Foundation Trust	2 Non-executive Directors	Live	4-Feb-18	South	Website	Senior level, preferably as a Non-executive Director in a complex commercial or service organisation. Strong business acumen.	Yeovil Hospital NHS Foundation Trust is the organisation responsible for running Yeovil Hospital. They provide a full-range of clinical services, including general medicine, cardiology, general surgery, orthopaedic surgery, trauma and paediatrics, with an emphasis on enhanced recovery. They have around 2,200 staff, working to care for approximately 185,000 people, primarily in south Somerset, North and West Dorset and parts of Mendip and annual; income of over £126m.
North Bristol NHS Trust	Chair	Live	8-Feb-18	South	Website	Leading organisational and cultural change; providing robust and visible leadership, building strong relationships; governance, organisational and financial skills	North Bristol NHS Trust is the largest hospital trust in the South West of England and it is a regional leader of services in a range of specialties, including renal, transplantation, neurosciences, vascular stroke, cancer surgery, and complex orthopaedics, including spinal surgery. It is the major trauma centre for the West of England treating approximately half-a-million patients a year. It has a turnover of £565m and over 8,000 staff delivering healthcare across Southmead Hospital Bristol, Cossham Hospital, Bristol Centre for Enablement and within the local community of Bristol and South Gloucestershire.
Surrey & Borders Partnership NHS Foundation Trust	2 Non-executive Directors	Live	12-Feb-18	South	Website	Board level experience in the public, voluntary or private sector	Surrey & Borders Partnership NHS Foundation Trust are one of the leading providers of specialist mental health, drug and alcohol and learning disability services for people of all ages in southern England. Their 2,300 staff operate across 47 sites and serve a 1.3 million population in Surrey and North East Hampshire and also provide drug and alcohol services in Surrey and Brighton. In 2016/17 the Trust had an annual income of £164m.
West London Mental NHS Trust	Non-executive Director	Live	15-Feb-18	London	Website	Significant and senior level experience as a lawyer and / or experience in property management and development / estates.	West London Mental Health Trust (WLMHT) is one of the most diverse providers of NHS mental health and community services in the UK. The trust employs around 3,560 staff. It provides mental health services for a local population of around 700,000 people, national commissioned specialist mental services, and community health services for the London boroughs of Ealing, Hammersmith & Fulham and Hounslow. In 2016/17 the annual turnover was £243m
Central London Community Healthcare NHS Trust (CLCH)	Non-executive Director	Live	22-Feb-18	London	Website	Experience of working as a non-executive or trustee in a sizeable organisation	Central London Community Healthcare has over 3,000 health professionals and staff that deal with over 1.5 million patient contacts every year. They provide community health services across London and Hertfordshire. They provide services principally in the boroughs of Barnet, Hammersmith and Fulham, Kensington and Chelsea, Westminster, Merton and Harrow. They have a turnover of over £196m and aim to have grown this to over £300m by 2020.