

## BOARD OF DIRECTORS MEETING

Agenda Item	P1-192-17	Date: 6 <sup>th</sup> September 2017
Subject /title	Review of Non Executive Director Skills	
Author	Andrea Leather, Corporate Governance Manager	
Responsible Director	Phil Edgington, Vice Chair Andrew Cannell, Chief Executive	
Executive summary and key issues for discussion		
From January 2018 the Trust Board will have a Non Executive Director vacancy.		
It is the responsibility of the Council of Governors to undertake a recruitment process and for the Board to reflect on future skills and experience required for Non Executive Directors. These are contained in the organisation's 'Policy for the Composition of Non Executive Directors'.		
A review was last undertaken in September 2016 and appendix 1 summarises the proposed skills and experience required going forward.		
In approving the skills and experience the Board notes an action to complete a self assessment against each NED in post from 1st January 2018 which is based on an initial view informed by CV's. The Corporate Governance Manager will undertake an analysis to enable the Senior Governor to advise the Council of Governors Remuneration/Nominations Committee of the skills gap required.		
The Governors Remuneration / Nominations Committee will in the near future be considering this issue and it is important that the Board forms a view in relation to these renewals so as to ensure that the Board has the necessary skills and experience to remain effective.		
Strategic context and background papers (if relevant)		
Policy for the Composition of Non Executive Directors		
Recommended Resolution		
The Trust Board following a review of the skills and experience analysis required to ensure an effective Board decided to approve the recommendation of skills required.		
Risk and assurance		
Link to CQC Regulations		
Regulation 17: good governance		
Resource Implications		
Key communication points (internal and external)		

### Freedom of Information Status

FOI exemptions must be applied to specific information within documents, rather than documents as a whole. Only if the redaction renders the rest of the document non-sensical should the document itself be redacted.

#### Application Exemptions:

- **Prejudice to effective conduct of public affairs**
- **Personal Information**
- **Info provided in confidence**
- **Commercial interests**
- **Info intended for future publication**

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### Equality & Diversity impact assessment

Are there concerns that the policy/service could have an adverse impact because of:	Yes	No
Age		✓
Disability		✓
Sex (gender)		✓
Race		✓
Sexual Orientation		✓
Gender reassignment		✓
Religion / Belief		✓
Pregnancy and maternity		✓
Civil Partnership & Marriage		✓

If YES to one or more of the above please add further detail and identify if full impact assessment is required.

### Next steps

To notify the Council of Governors Nomination & Remuneration Committee of the skills and experience required for Non Executive Directors.

### Appendices

### Strategic Objectives supported by this report

Improving Quality		Maintaining financial sustainability	
Transforming how cancer care is provided across the Network		Continuous improvement and innovation	
Research		Generating Intelligence	

### Link to the NHS Constitution

Patients		Staff	
Access to health care		<i>Working environment</i> Flexible opportunities, healthy and safe working conditions, staff support	
Quality of care and environment		<i>Being heard:</i> <ul style="list-style-type: none"> <li>• Involved and represented</li> <li>• Able to raise grievances</li> <li>• Able to make suggestions</li> <li>• Able to raise concerns and complaints</li> </ul>	
Nationally approved treatments, drugs and programmes			
Respect, consent and confidentiality			
Informed choice		Fair pay and contracts, clear roles and responsibilities	
Involvement in your healthcare and in the NHS		Personal and professional development	
Complaint and redress		Treated fairly and equally	

<b>Non Executive Director Skills Matrix</b>	
Ability to ensure the effectiveness of the Board and Council of Governors in shaping the FT's strategy, planning and delivery of performance against its agreed purpose and vision	
Demonstrate experience of working with key external stakeholders including local politicians	
Ability to provide leadership in shaping and developing the organisational strategy	
Experience in a senior leadership role for a large organisation	
Ability to articulate a vision for the Trust and to communicate it internally and externally	
Experience of working in a regulated industry/ sector	
Able to demonstrate pride and enthusiasm for the organisation	
Financial management and governance skills	
Proven track record in managing major financial transactions	
Finance expertise in a large organisation or an experienced accountant handling large business portfolios	
Experience of Chairing a meeting at a senior level for or in the public or private sector	
Bring an element of entrepreneurial vision and business negotiation skills	
Brings commercial experience from outside the NHS to the business and service development	
Experience of critically appraising business options	
Track record in managing the implementation of new business opportunities	
Experience of developing funding arrangements for capital developments in the commercial sector	
Track record in managing performance in a contractual environment	
Ability to transfer commercial principles to NHS environment	
Experience of working at senior level in a Health Care setting as a doctor or nurse	
Ability to understand and articulate the potential for development in Clinical Services whilst ensuring both clinical quality and effectiveness (£)	
Detailed knowledge and understanding of systems to minimise risk in Clinical Services	
Shows and understanding of the relationships between aspirations in clinical development and commissioning	
Understanding of Research and Development Governance frameworks	
Knowledge and understanding of the use and impact of regulation systems	
Experience in a large organisation either private and/ or public sectors at a senior level covering change and achieving competitive advantage gained at a strategic level	
Experience of strategic marketing of a service sector organisation including effective public relation skills	
Experience and proven track record of building effective relationships with other public sector and commercial organisations	
Expertise in crisis management and public affairs skills at local and national political level	
Knowledge and understanding of charitable fund raising	
Senior level experience of marketing campaigns	
Sound knowledge of the media and contacts at local and national level	
Ability to challenge in a constructive manner/ networking/ influencing skills	
<b><u>Vice Chair</u></b>	
Ideally to have the skills and attributes as closely aligned to those identified for the Chair of the Trust	
<b><u>Senior Independent Director</u></b>	
To have a knowledge of organisational development and appraisal systems	