

Non-executive Development

Keely Howard

Non-Executive Development Manager

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NHS Improvement's Strategic Objective 12 –

Develop, maintain and enhance effective boards: both people and ways of working

Non-Executive Development Team Purpose -

Finding and developing the best chairs
and non-executive directors for NHS
provider boards

Finding

- **One stop shop potential chairs and non-executive directors in the NHS**
- **Advertising**
 - Our website and mailing list
 - Other websites including Cabinet Office's Public Appointments, Women on Boards & nedonboard.com
- **Talent pool**
 - 600+ board ready people – and growing
 - Investing more time and resource

Pre-board development

The NExT Director scheme

- “Finishing school” for women, and people from BAME communities and / or disabled people, to help them get ready for their first NHS NED role
- Operating in London and the Midlands and East Regions
- Spreading to other parts of the country
- 54 Providers have/have offered to take a placement
- 64 candidates are in a placement

Aspirant Chair Programme

- Pilot for 33 NEDs who are women, people from BAME communities and / or disabled
- Mentors and mentees “matched”
- Induction event was held in London on 12 October 2018
- Next learning event scheduled for 22 February

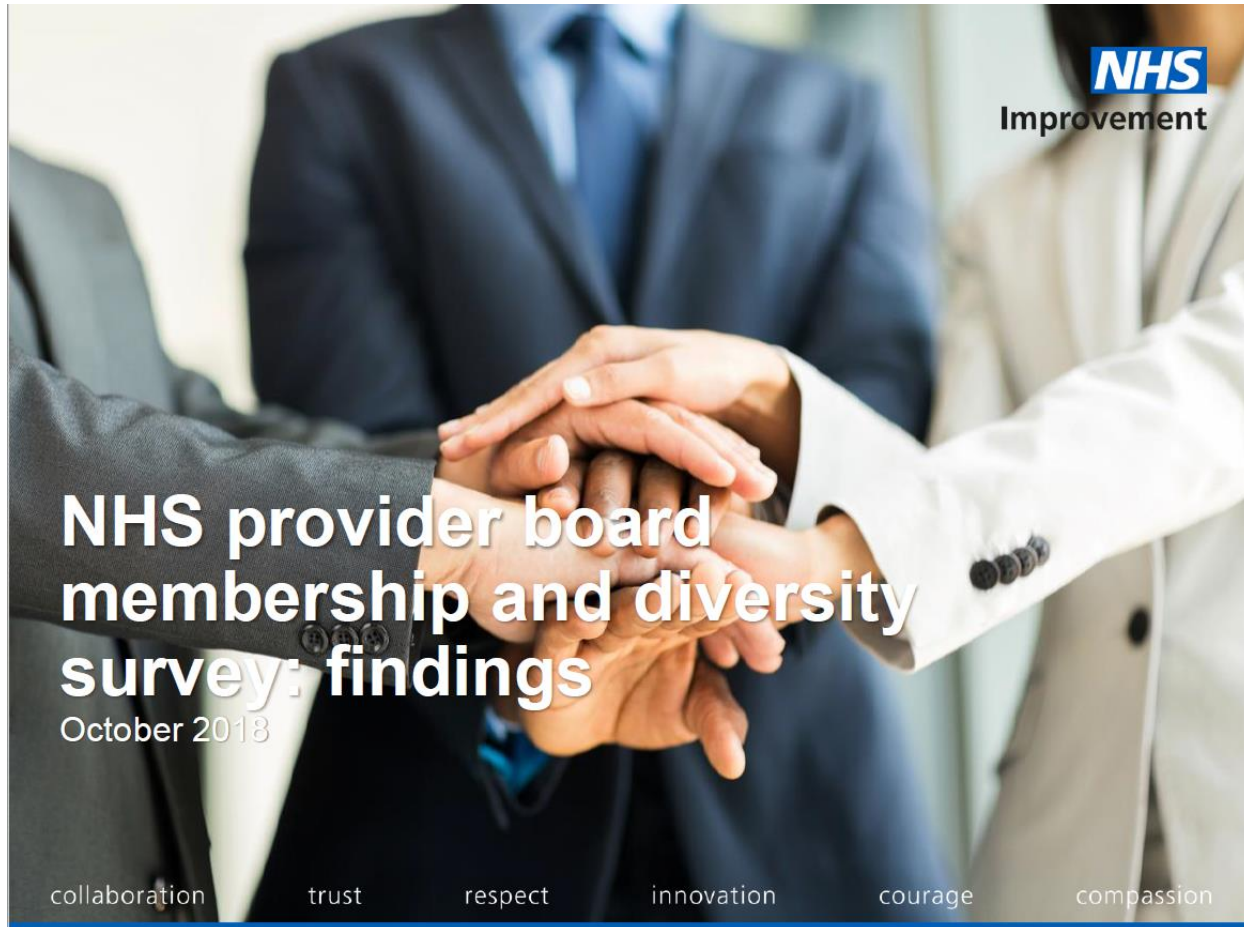
On-board development

- Induction for new non-executives (through NHS Providers)
- NHS Improvement introduction session for new chairs (and Chief Executives)
- Peer-to-peer support for new chairs
- Quarterly regional chair networking events
- Regional non-executive networking events
- NHS trust – chair and NED appraisal arrangements
- Development of a new competency framework for chairs – due April 2019

NHS Improvement's Strategic Objective 13 –

Expect every provider board to reflect the diversity of the people it serves, including gender-balanced boards.

Latest information



[NHS provider board diversity survey](#)

Message from Dido Harding



NHS boards have some of the most important roles in this country, ensuring through the strategy, accountability and culture they create in their organisations that patients consistently receive high quality, ever-improving services and that the full talents of our diverse workforce are realised.

Evidence from inside and outside the healthcare sector, shows that diverse boards make better decisions. We need diverse leadership teams on our boards, who not only reflect the communities we serve and the staff we employ but also have the breadth of perspective and leadership style to make great collective decisions.

Measuring and publishing how diverse our boards are is an important step in improving the diversity of our senior leadership teams. This report shows there are areas of relative board strength, such as gender diversity, and areas where we need to make significant improvement, such as ethnic diversity. We can use this as a baseline on which to measure the improvement in diversity we need to see in the coming months and years.

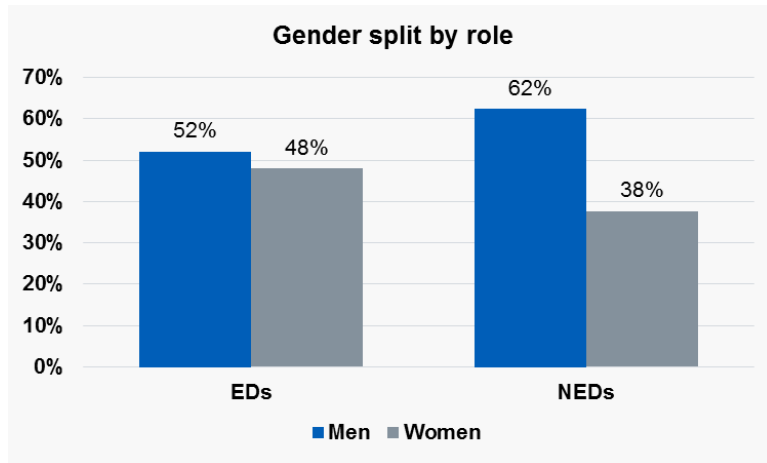
Improving our leadership diversity will require real commitment and work locally, regionally and nationally. This is a significant priority for NHS Improvement and should be for every NHS board.

Baroness Dido Harding
Chair
NHS Improvement

Key gender data

Men hold around six in every 10 NHS provider board positions.

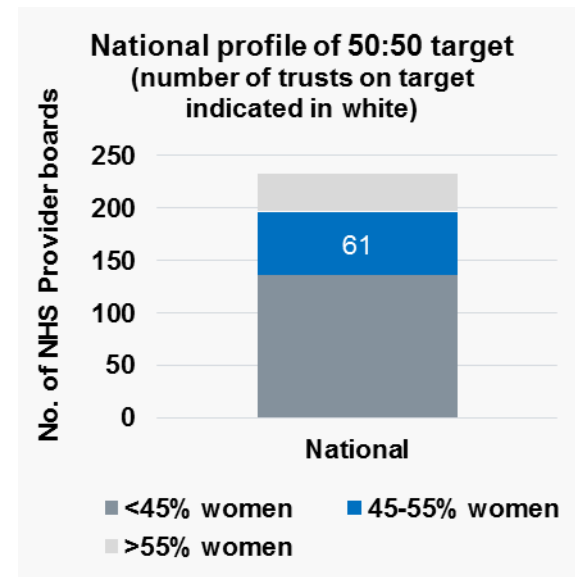
The greatest disparity between the representation of men and women on NHS provider boards is in the NED community.



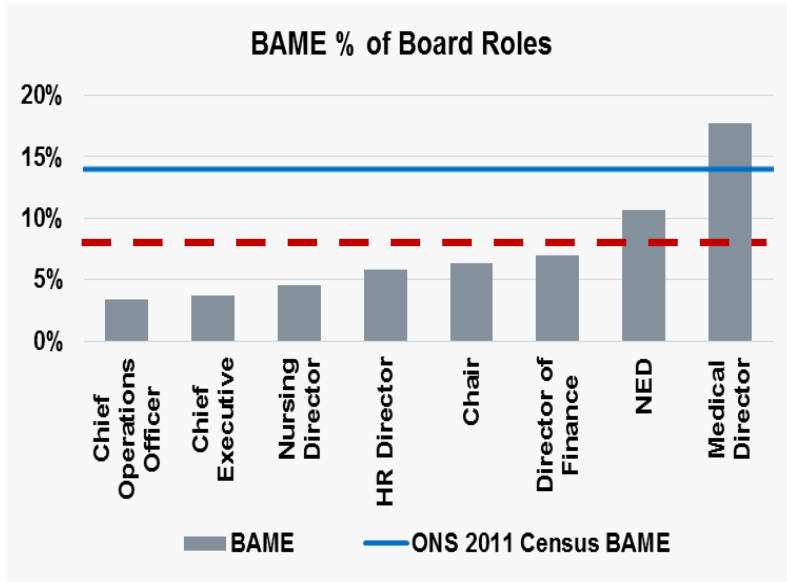
Parity (50:50) would be achieved if only 231 current positions were to be filled by a woman rather than a man – fewer than 1 per board

Only 26% of NHS provider boards are currently achieving the '50:50 by 2020' target of 45-55% of members being women.

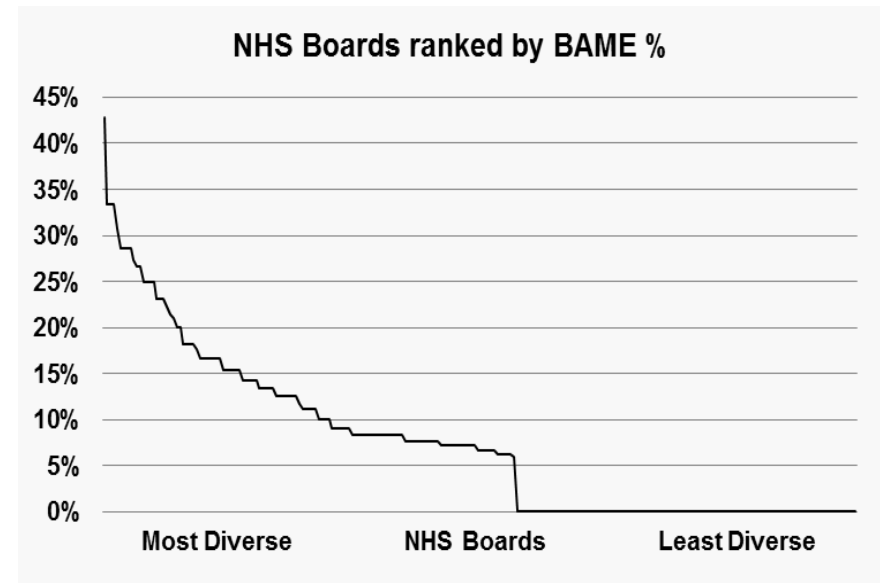
Women account for less than 45% of the membership of 136 provider boards.



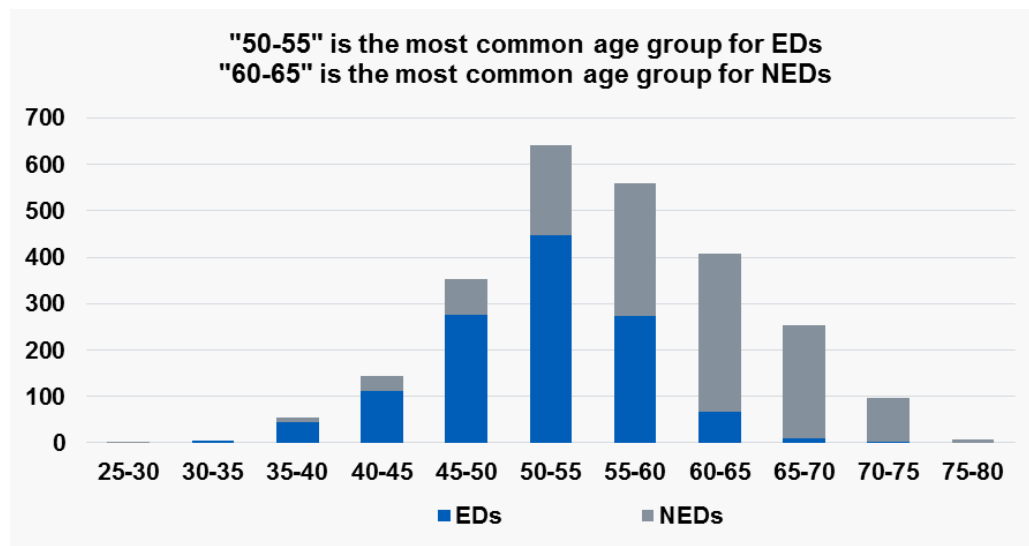
Key ethnicity data



- 7.7% of board members are from BAME communities

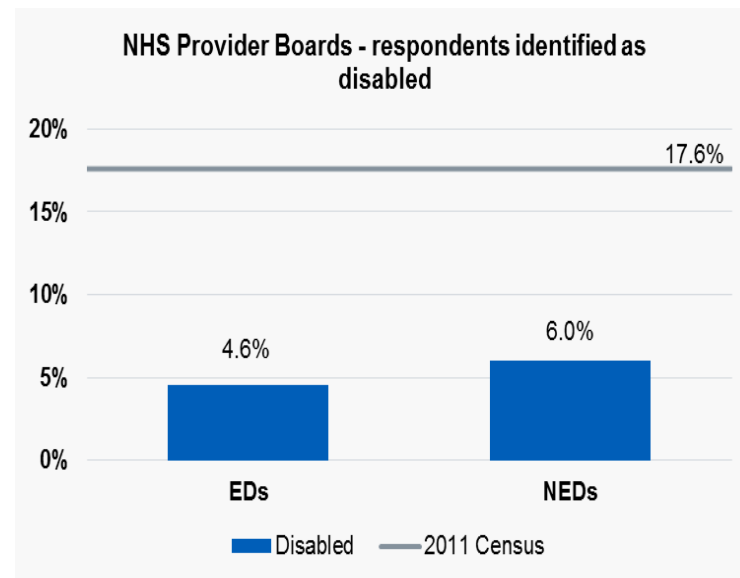


Key data about other protected characteristics



- The age of NHS provider board members ranged from 26 to 79 but over 90% of NEDs are aged 50 or above
- A study of the FTSE 150 companies found that the average age of an ED is 52.8 and of a NED is 59.6. This with 51.7 and 60.0 respectively on provider boards

- At an average of 5.3%, the proportion of disabled people on NHS provider boards is well below that of the general population (17.6%).



Contact details

Name	Email	Telephone
Keely Howard	Keely.howard1@nhs.net	0300 123 2054
Ness Clarke	ness.clarke@nhs.net	0300 123 2063
Helen Barlow	helen.barlow2@nhs.net	0300 123 2038