

Changing Roles for Non-Executive Directors

Introduction

A national programme of work, involving the Appointments Commission, is currently underway to rethink the Non Executive Director role to get the most from this valuable, but limited resource.

During a recent Board development programme we took the opportunity to explore how best to take forward change in Gloucestershire in line with this and have since defined our approach.

Approach

Our aim has been to ensure that the main focus of the NED role, outside Board meetings, is to oversee the development of policy and to keep a close eye on the 'bigger picture' e.g. the future direction of the organisation at a strategic level.

Equally, NEDs are local people drawn from our local communities. They have a key role to play in making sure that the culture and direction of the organisation is in tune with the needs of the local community it serves. It is important therefore they retain their strong locality link and focus.

What it means in practice

Policy and strategy

Policy and strategy will become a greater focus for NEDs and this means that they will develop stronger working links with Executive Directors in this area. In order to be kept well informed, each of our NEDs will receive focussed briefings on their agreed areas of interest.

After discussion with the relevant NED to agree the need, level and frequency, Directors will ensure new briefing arrangements are in place from December 2008.

Meetings and fora

To help free up their time, NEDs will no longer attend some of the meetings and fora that they currently do. Some of these roles and meetings will be led by Executive Directors. The PCT will also be recruiting lay workers to ensure there is a strong public perspective and link in a number of key areas of work (this is set out below).

Directors will take the lead for their areas of responsibility in managing these changes.

With the exception of Dispensing Panels and Professional Support Panels, all NED roles listed below will be handed over to the named successor by 1 December 2008.

For Dispensing Panels and Professional Support Panels, Rob Graves and Anne Noble have agreed to continue with their existing NED contribution for a short while whilst we recruit the new Lay Workers.

Our NEDs will actively offer early support to Lay Workers as they start their new roles. We hope to have a full complement of around 10 lay workers in place by March 2009.

The following roles currently delivered by NEDs will be handed over as outlined below.

- 2gether NHSFT Governor - Jan Marriott
- Commissioning Group - PEC with specific handover to Tony Walsh
- Complaints Reviewer - Lay Worker but Hazel Braund in the short term
- Dispensing Panels - Lay Worker but Rob Graves in the short term
- Equality and Diversity Steering Group - Nuala Ring
- GHNHSFT Governor - Jill Crook but Sarah Hughes in the short term
- INNF Appeals - Lay Worker but existing lay panel members in the short term
- Involvement Group - Hazel Braund
- Maternity Services Liaison Committee - Lay Worker but Shona Arora in the short term
- Older People's Services Champion - Sarah Truelove
- Patient Experience Group - Hazel Braund
- Professional Support Panels - Lay Worker but Anne Noble in the short term
- QOF visits - Lay Worker
- Supporting People Board - Jan Marriott.

Strengthening the locality focus

As mentioned above, it's important that NEDs are able to strengthen their community focus (each NED covers a specific district/borough of the county – see full list at the end of this briefing).

Each Executive Director also has the lead for a specific area of the county and will therefore work very closely with their respective 'locality NED.'

Each Director/NED pair needs to plan how they will develop this stronger link both to support their locality and to ensure effective communication on a wider basis. By January 2009, each pair should be running the new arrangements.

A key part of their locality work is to develop external relationships with local residents, patients, local government and other partner organisations.

Evaluation

We will be evaluating this new model formally with the support of Health Policy and Management Department at Manchester Business School but will of course make any sensible adjustments as we try it out.

Ruth FitzJohn
Chair

November 2008

Lead Roles for Non-Executive Directors Outside Board Meetings

	Organisational Policy Interest	Services/Projects Policy Interest	Locality	Formal Memberships
Ingrid Barker	Patient & Public Involvement Complaints	Mental Health Learning Disabilities	Gloucester (Exec Director: Shona Arora)	Audit (but not usually attending) Integrated Governance Remuneration
Alan Elkin	Commissioning	Public Health including Health Protection and Improving Health Partnerships	Stroud (Exec Director: Sarah Truelove)	Audit Charitable Funds Remuneration
Rob Graves	Integrated Governance Finance Information	Dentistry Pharmacy Other independent contractors	Forest of Dean (Exec Director: Jan Marriott)	Audit - Chair Integrated Governance - Chair Remuneration
Chris Hickey	Corporate Citizen Corporate Services including emergency planning and security but <u>not</u> Information Community Excellence	Provider Services Prison Health	Provider Services	Audit (but not usually attending) Remuneration
Anne Noble	Clinical Governance	Older People's Services Long term Conditions Palliative Care	Cheltenham (Exec Director: Jill Crook)	Audit (but not usually attending) Clinical Governance Integrated Governance Remuneration
Rob Rees	Communication and Marketing	Health Improvement Urgent and Emergency Care	Tewkesbury (Exec Director: Hazel Braund)	Audit (but not usually attending) Remuneration
Margaret Styles	HR	Children & Young People's Services Maternity	Cotswolds (Exec Director: Nuala Ring)	Audit Remuneration