
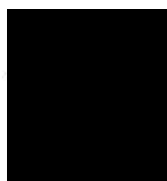
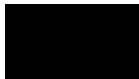

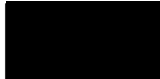







## MEETING OF THE PROVIDER LEADERSHIP COMMITTEE THURSDAY 27 OCTOBER 2016, at 11.00am

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

### AGENDA

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



**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:**



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

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### **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**

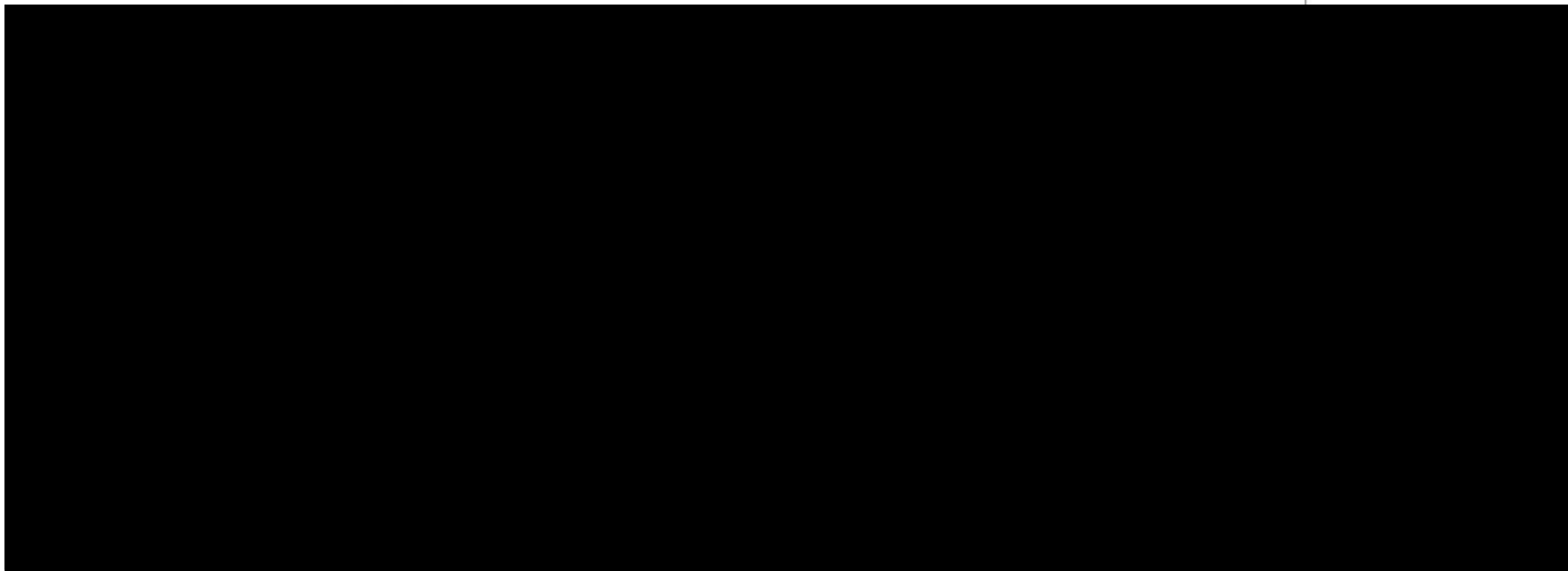
2. During the period **1 July 2016 to 30 September 2016** the Provider Leadership Committee and its interim sub-committee have approved a total of **21 cases**. These are broken down in the table below:

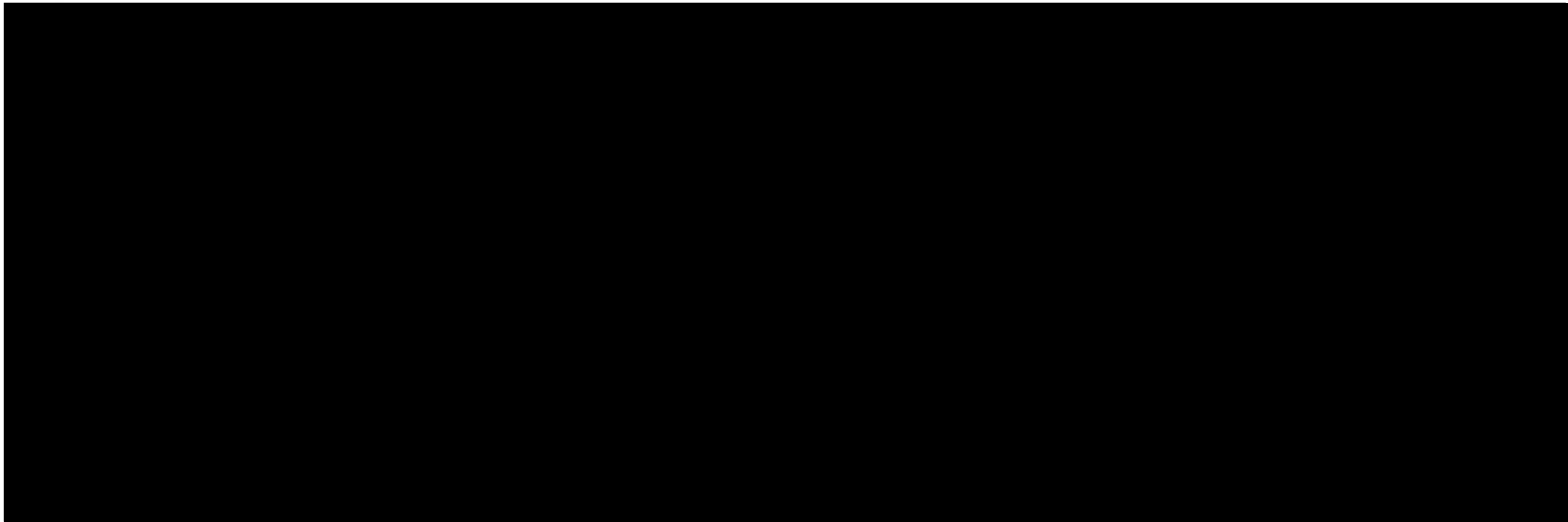
| Type of issue                 | Number of cases agreed |
|-------------------------------|------------------------|
| Compulsory Redundancy         | 6                      |
| MARS Schemes                  | 4                      |
| Non Contractual Severances    | 2                      |
| VSM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

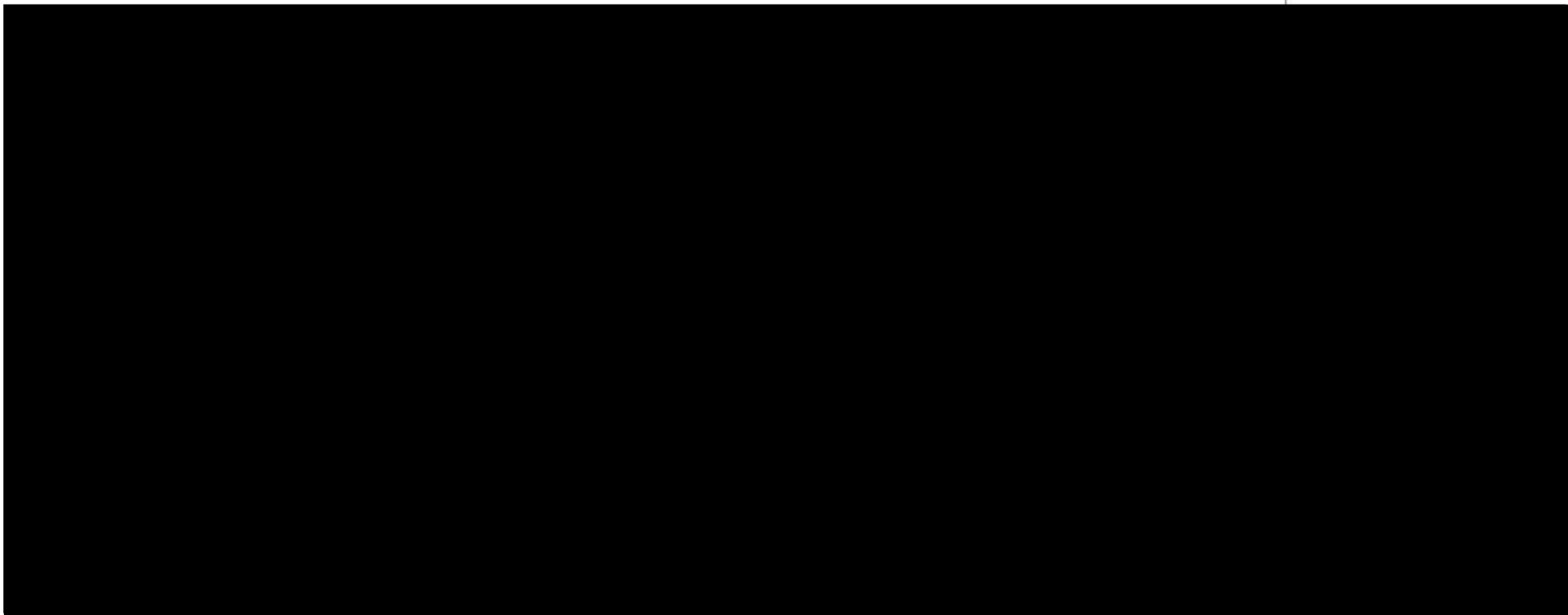
3. Further details of the 21 cases and 5 severance and pay cases referred back to NHS trusts can be seen in the attached spreadsheet – across 4 tabs.

### **Recommendations**

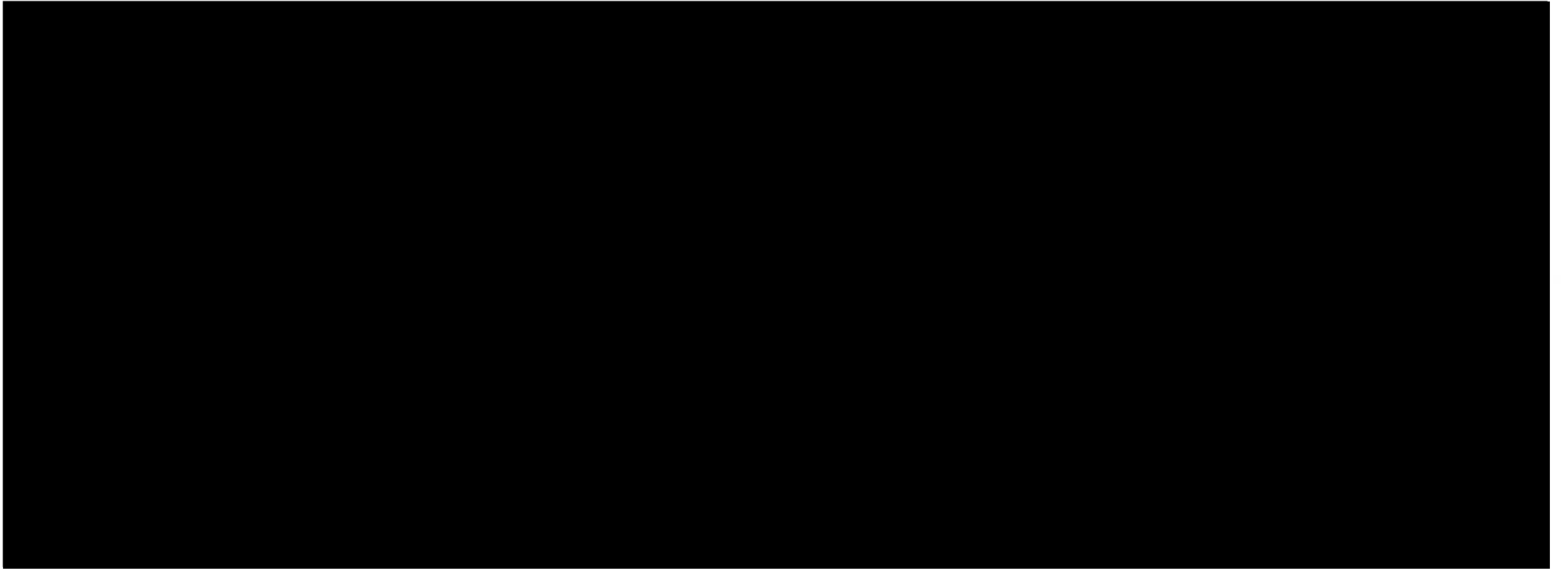
4. To note the report and the agreed cases.













**To:** Provider Leadership Committee

**For meeting on:** 27 October 2016

**Agenda item:** 6

**Report by:**



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

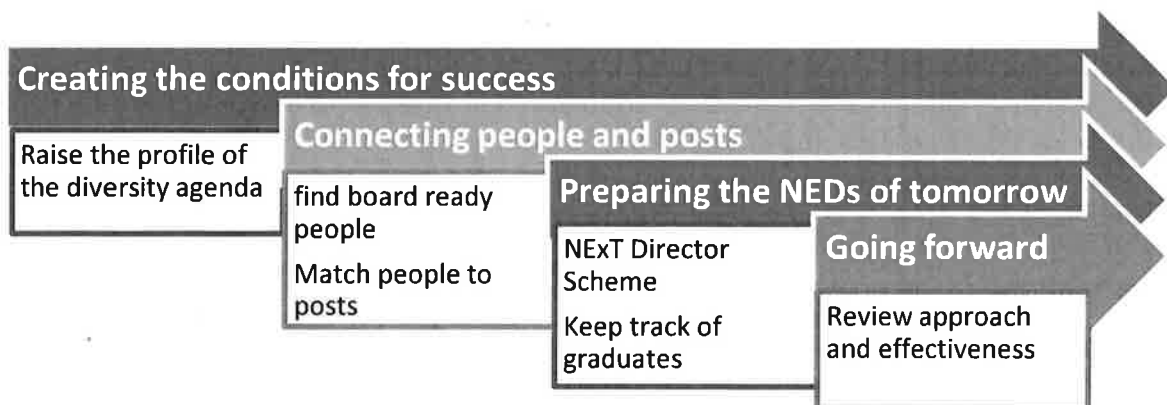
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## Introduction

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 Directors 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.

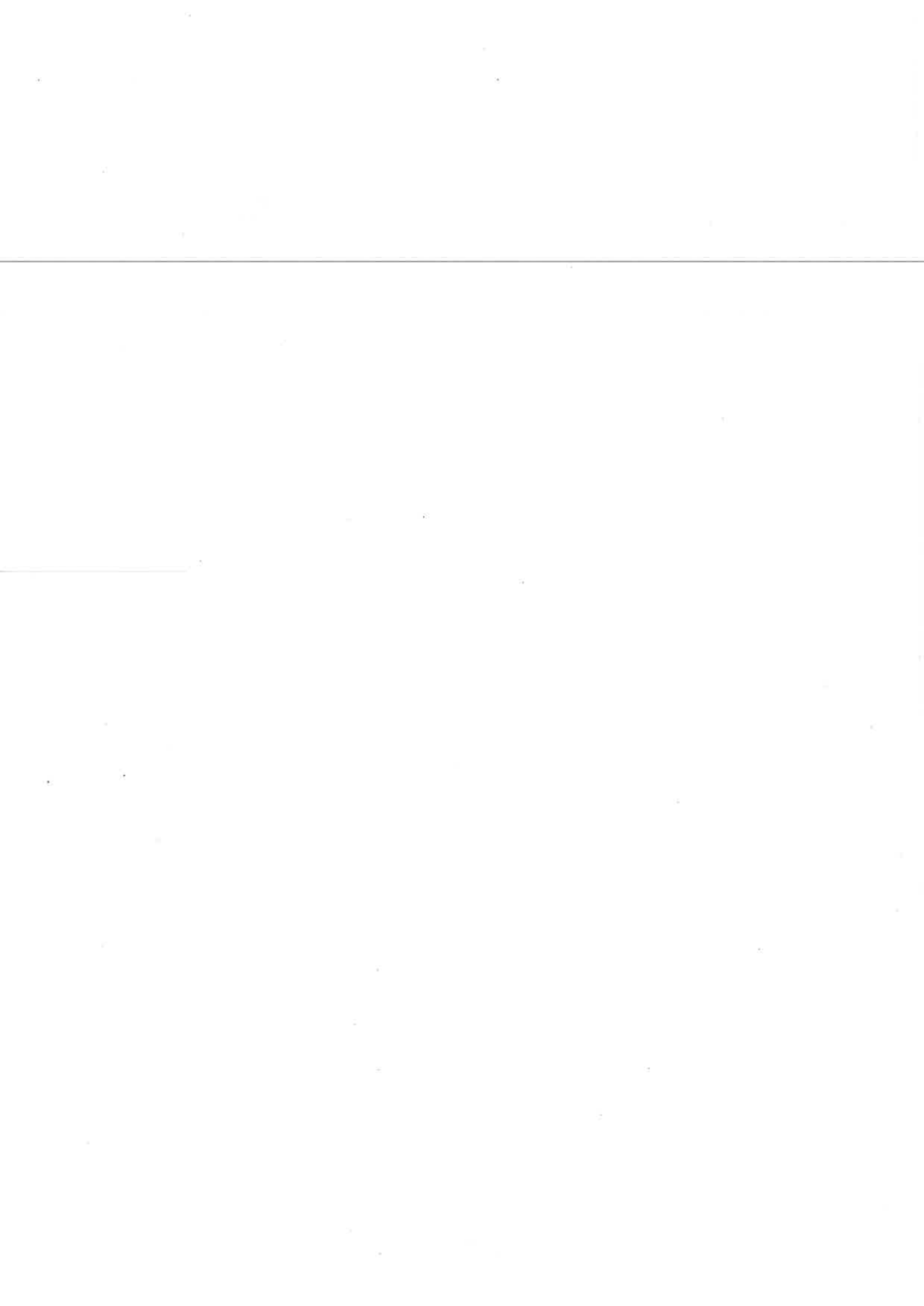
- The selection process for placement should be more rigorous, to ensure those selected have the right level of board potential and are therefore most likely to succeed. It should explore candidate's motivation for applying as well as the depth and breadth of their skills and experience.
- A preparatory 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:**



**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:

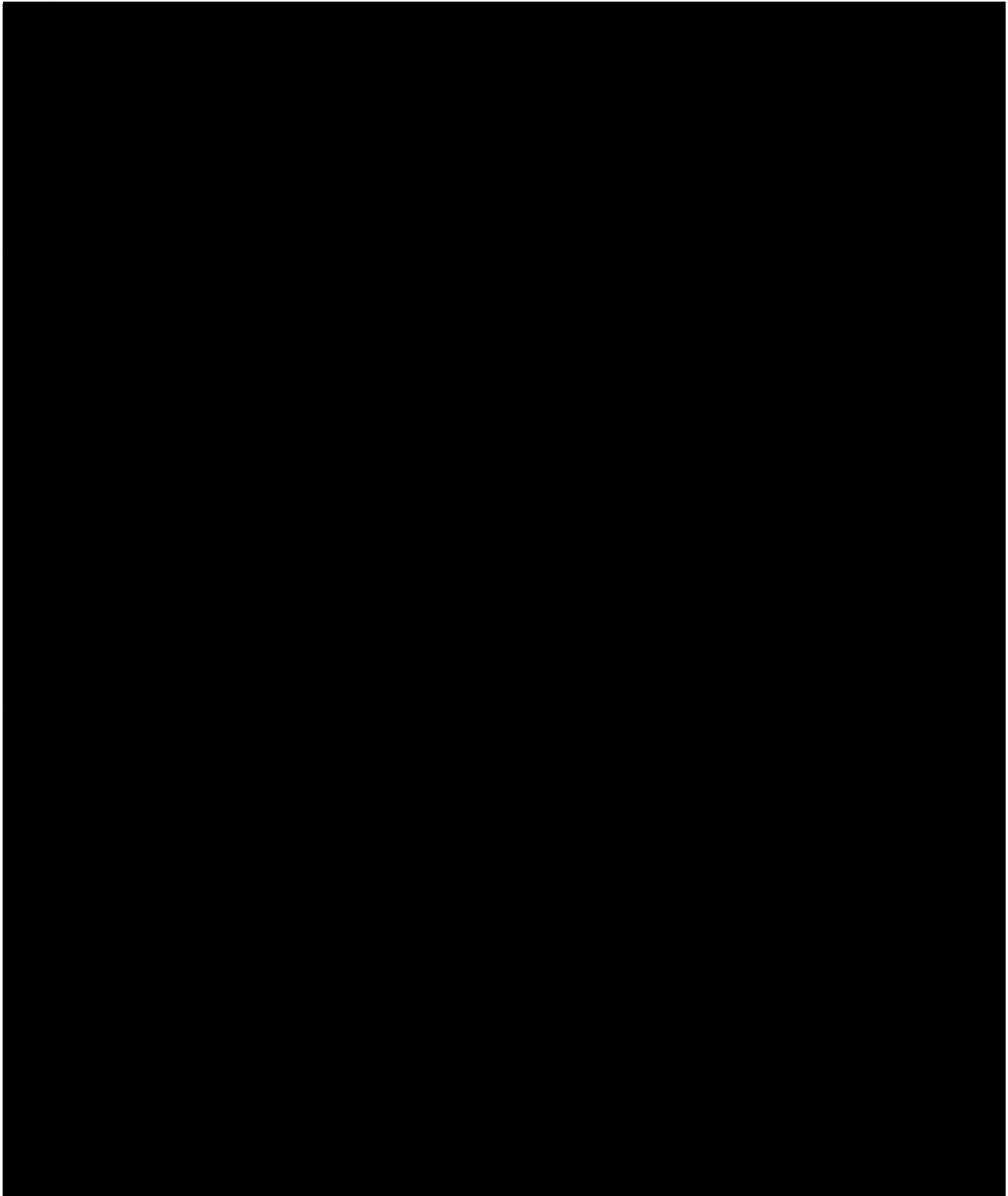
| Appointments made to NHS trusts 2016/17 |                               |  |              |
|---|-------------------------------|--|--------------|
|   | <b>Chairs</b><br>(by the PLC) | <b>NEDs</b><br>(by the sub-committees) | <b>Total</b> |
| New appointments made                   | 4           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

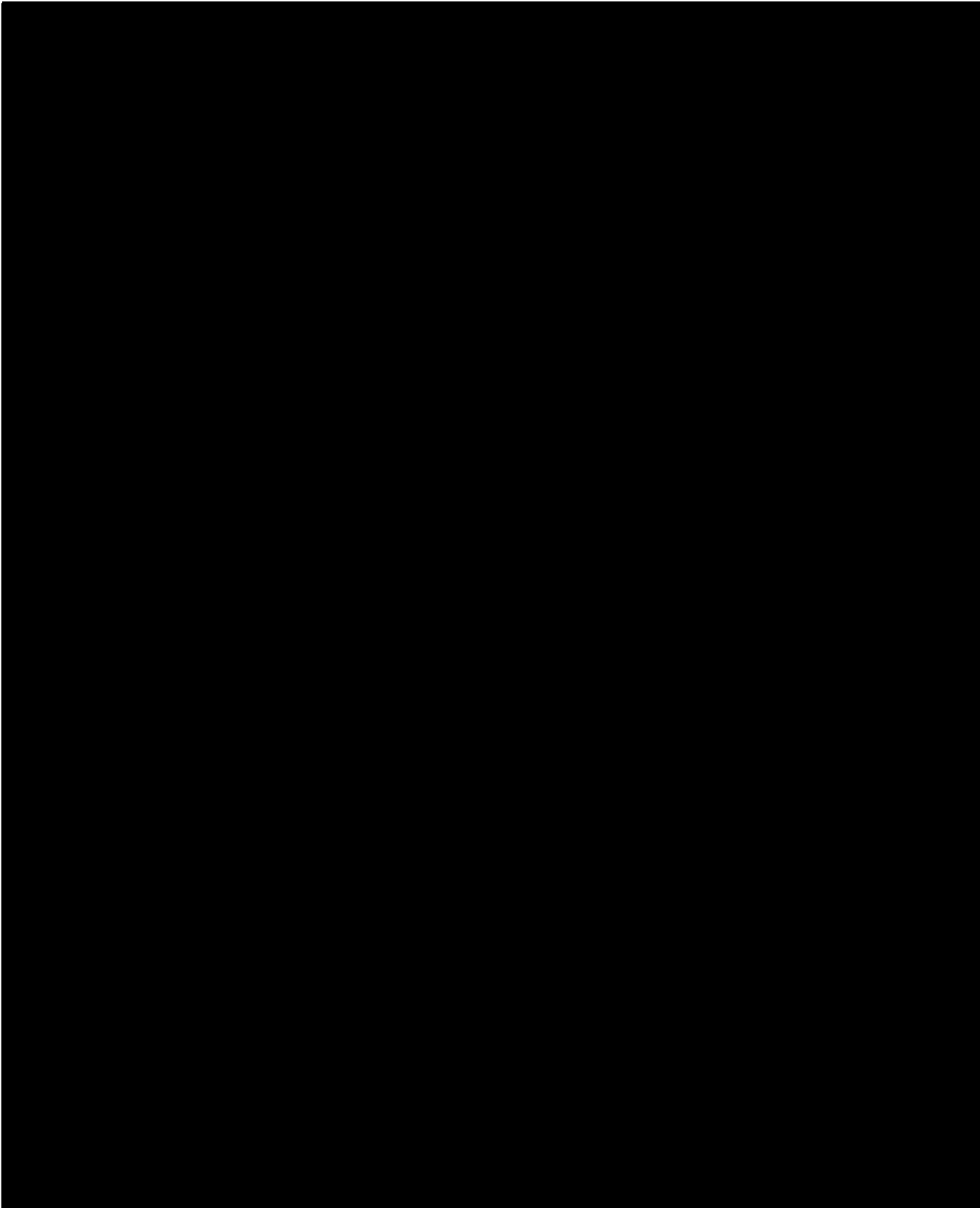
3. **Active campaigns** - the NAT is currently trying to identify new chairs for the following NHS providers:
  - Royal Cornwall Hospitals NHS Trust
  - Hull and East Yorkshire NHS Trust
  - Maidstone and Tunbridge Wells NHS Trust
  - Barts Health NHS Trust
  - Wye Valley NHS Trust

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.

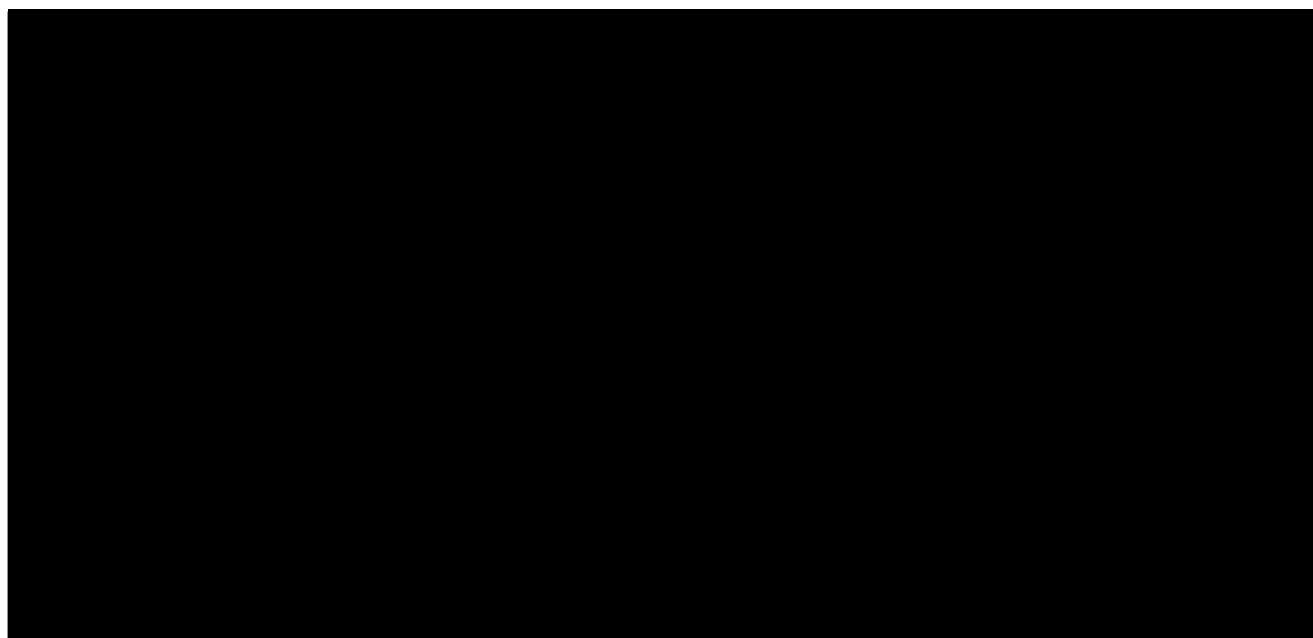
|   | J | F | M | A | M | J | J | A | S |
|---|---|---|---|---|---|---|---|---|---|
| Chairs to complete and return self-assessment forms           |   |   |   |   |   |   |   |   |   |
| Chair self-assessment forms reviewed by regional teams        |   |   |   |   |   |   |   |   |   |
| Self-assessment 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.

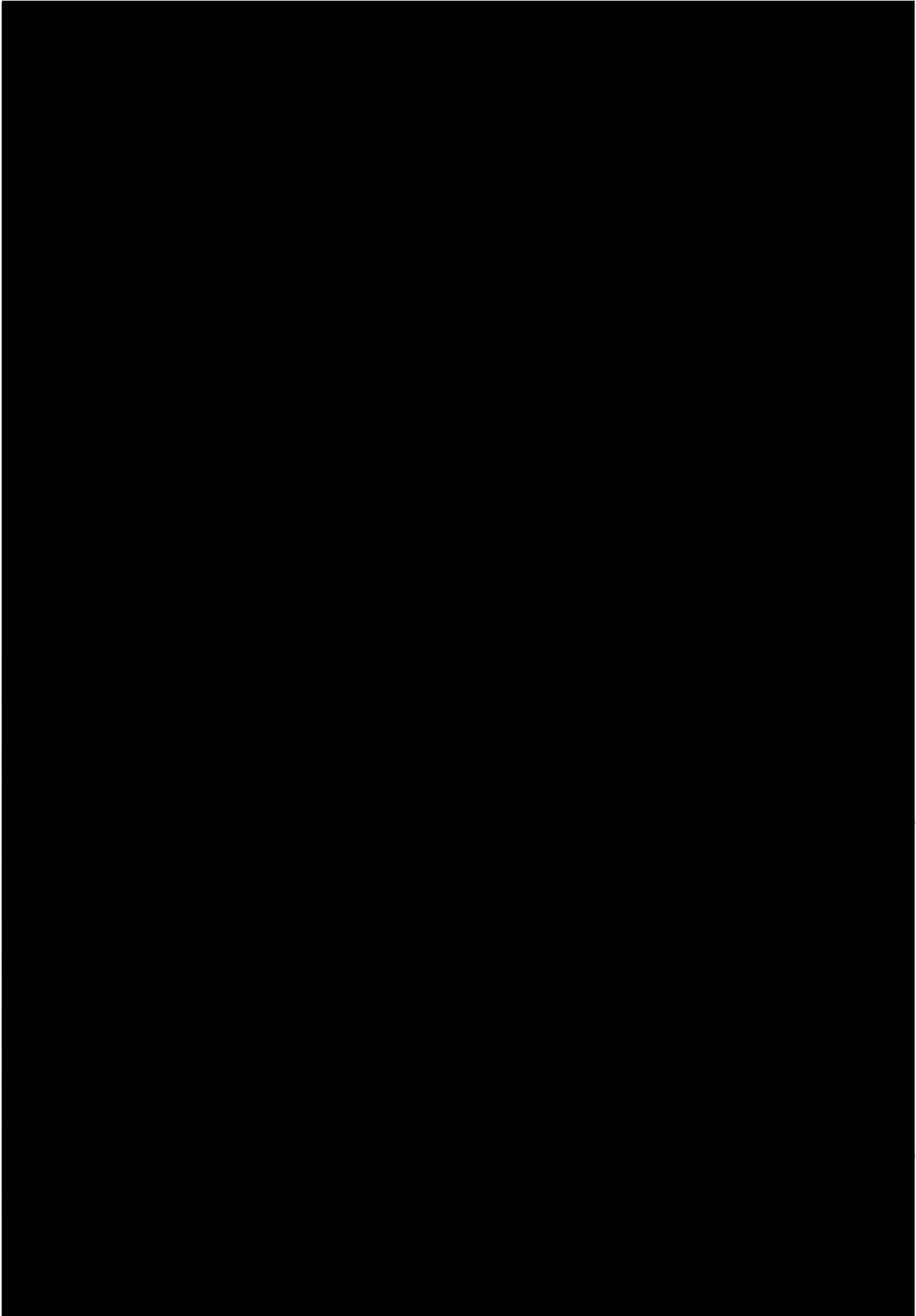
19. NHS Providers has been asked to develop and deliver six workshops for up to 180 attendees on:

- 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.







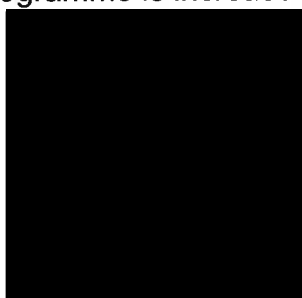


## Service improvements

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 |
|---|----------------|-------------------|------------|-----------|------|---------|----------|----------|
| <b>London</b>                                       |                |                   |            |           |      |         |          |          |
| 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  |          |          |
| <b>Midlands &amp; East</b>                          |                |                   |            |           |      |         |          |          |
| 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            | Storow            |            |           |      |         |          |          |
| 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        | Wallwork  |            |           |      |         |          |          |
| 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  |
| <b>North</b>                                  |             |            |            |           |      |         |
| 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

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| 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  |
| <b>South</b>                                    |            |                 |            |           |      |         |
| 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      | Chivers         |            |           |      |         |
| 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                                      |

| Post Type                 | Comments                      | Region          | Weblink                 | Spec  | Trust information  |
|---------------------------|-------------------------------|-----------------|-------------------------|---|--|
| Non-executive Director    |                               | London          | <a href="#">Website</a> | 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                     |                               | London          | <a href="#">Website</a> | 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          | <a href="#">Website</a> | 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    |                               | Midlands & East |                         |   |  |
| Non-executive Director    |                               | Midlands & East |                         |   |  |
| Non-executive Director    |                               | Midlands & East |                         |   |  |
| 3 Non-executive Directors | Live - closes 24 October 2016 | Midlands & East | <a href="#">Website</a> | 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 | <a href="#">Website</a> | 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           | <a href="#">Website</a> | 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 <sup>th</sup> 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           | <a href="#">Website</a> | 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  | <a href="#">Website</a> | 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  | <a href="#">Website</a> | 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  | <a href="#">Website</a> | 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.   |