

Board of Directors (Open)

Date: 11 December 2018

Item Ref: 08

TITLE OF PAPER	Feedback from Shadow Board Development Programme
TO BE PRESENTED BY	Ben Sewell, Assistant Deputy Director of IMS&T
ACTION REQUIRED	Members to receive the feedback report on for information and assurance of the Shadow Board Programme.

OUTCOME	Members are assured of feedback from the Shadow Board programme sharing key messages and lessons learned from Shadow Board Members.
TIMETABLE FOR DECISION	To be received at December Board of Director's meeting
LINKS TO OTHER KEY REPORTS / DECISIONS	The board to be assured on SHSC leadership and development progression through the SB programme. This links strongly to the People Plan and is a pipeline opportunity for succession planning and future role progression opportunities.
STRATEGIC AIM STRATEGIC OBJECTIVE BAF RISK NUMBER & DESCRIPTION	A1 01: Effective quality assurance and improvement will underpin all we do A2 03: We will promote an effective culture of leadership and management based on Trust values. A2 02: We will develop a strategic approach to enable workforce transformation
LINKS TO NHS CONSTITUTION & OTHER RELEVANT FRAMEWORKS, RISK, OUTCOMES ETC	
IMPLICATIONS FOR SERVICE DELIVERY & FINANCIAL IMPACT	Increased board awareness for members of staff whom have successfully completed the shadow board programme.
CONSIDERATION OF LEGAL ISSUES	None Identified.

Author of Report	Ben Sewell
Designation	Assistant Deputy Director of IMS&T
Date of Report	14/12/2019

SUMMARY REPORT

Report to: BOARD OF DIRECTORS

Subject: Feedback from Shadow Board Programme

Author: Ben Sewell, Assistant Deputy Director of IMS&T

1. Purpose

<i>For Approval</i>	<i>For a collective decision</i>	<i>To report progress</i>	<i>To seek input from</i>	<i>For information</i>	<i>Other (please state below)</i>
		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	

2. Summary

The SHSC Shadow Board (SB) programme was delivered through summer 2019, this summary report shares insight, reflective feedback and lessons learned from the group and as an individual working in a corporate directorate (IMST) completing the programme.

The brief for applicants for the SB programme was.

“To help prepare aspirant senior staff for board level appointments by helping them understand the challenges and privileges on working on a board. It can also help the Trust identify and develop its future leaders, to create a more diverse leadership pool and to provide additional input and insight into existing Trust Board issues.”

As an aspiring future Director / CIO committed and continually working on improving gaps in knowledge and skills the SB seemed a great fit and development opportunity to improve success in current role and supporting the trust to achieve its goals.

The SB cohort had a good mix of job roles and grades, clinical and corporate directorates, experience and backgrounds.

The programme consisted of three one day modules covering the role of boards, duties of directors, strategy, strategic finance, risk and board assurance, people, organisations and culture.

At the start of the programme it was very useful to share members experiences of governance boards, writing supporting papers and related drivers. The SB group didn't have a good understanding of the purpose of a board and what level a board operates at. I had some experience of writing reports from previous roles and feedback working in previous organisations but didn't understand the full impact of governance boards, reporting and escalation for strategic decision making.

The first module of the programme in detail what the purpose and make up of a board including Chair, NEDs and vote carrying board members as well as an overview of what responsibilities are expected at board to assure decision making.

The delivery and coaching delivered by Dean Royles, Kirstie Stott and Nicky Ingham were excellent, genuine and supportive allowing members to openly question and share lessons learned in their area of work which gave a wider context to the group.

All members learned how to read and interrogate papers to prepare the necessary assurance led questions where necessary.

The Shadow Board Experience

First Board

The first board was chaired and supported by NED Sandie Keene. This first board had a mix of presentation styles, questioning and level of detail.

Members who had undertaken research into their allocated papers were more confident in their approach to presenting and were able to answer some probing questions. Questions were taken through in detail with coaching from SB members and supporting NED giving insight on how to successfully answer the questions in a real board situation.

The level of detail in this first board fluctuated between operational and strategic management level sometimes missing the board level assurance required. All members found the coaching and feedback on each item very beneficial.

Second Board and Third Board

The second and third board meetings were chaired and supported by NED Richard Mills. All members had undertaken research into their papers, presentation styles were vastly improved over the first board.

The SB meeting flowed better with more strategic questioning, better presentation styles and SB members were more confident in presenting. There was good support between SB members to prepare for presenting papers giving key advice from their work area which helped the delivery of papers to run smoothly and prepare for likely questions.

Fourth Board

The fourth board were chaired and supported by NED Sandie Keene. It was great to see how group members had improved throughout the SB process with more confidence in presenting styles and the right level of questioning and supportive feedback. The feedback the SB group received was very positive indicating the SB operated in the same fashion as a real board holding decision making to account cross referencing evidence to ensure board assurance and confident decision making.

Lessons Learned and Take Home Messages

The SB programme has been extremely positive for all members, the group and I have learned so much about how the trust operates, how decision making requires a balance of corporate and clinical views with necessary assurance to deliver shared goals in the trust.

The group networked very well and had good comradery with good level of challenge throughout the programme.

The group understood quickly how their roles fit into the bigger picture and were more confident in reading board papers and preparing necessary questions. The SB questions raised were taken into the real SHSC board and some improvements have been made from this feedback. In my area of the trust (IMST) I realised how vital information is for decision making so have been part of some improvements to executive performance dashboard via the Performance and Quality Framework and secured additional resource funding to further develop this function.

The two NEDS assigned to SB were outstanding, very supportive and with different styles which brought out a more holistic approach to the programme.

Executive discussions and interviews were undertaken with Clive Clarke, Michelle Fearon and Phillip Easthope. This gave great insight to leadership journeys, perspectives on trust challenges and what the trust is looking for from future leaders. I found this very useful, the openness and honesty gave me personally a much higher level of respect and understanding for the challenge and responsibility of board members.

SB members have reported that they are more confident in meetings, have a better understanding of trust governance and evidence base for decision making.

I have become more confident in the purpose of boards, networking with executive colleagues and recently attended a Yorkshire and Humber SB alumni event which further developed my knowledge sharing lessons from other SB members in the regio.

Overall the process has been one of the best development programmes I have been on during my career and has set focus for future role progression opportunities.

3 Next Steps

The SB members are keen to keep the SB going for board paper peer review and further development and networking opportunities as there are many reciprocal benefits for the Trust Board and SB as a peer review.

4 Required Actions

Note feedback.

5 Monitoring Arrangements

Further feedback will be presented as and when required.

6 Contact Details

Ben Sewell

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