

Shadow Board Programme





The Inspiring
Leaders
Network (ILN))
Shadow Board



Commissioned
by the Northwest
NHS Leadership
Academy

Part of the
ELHT
Talent
Management
Strategy



Shadow Board
has been
endorsed by the
Trust Board



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What is the Shadow Board?

The concept of a Shadow Board within an NHS organisation aims to:

- **Improve the connection between the Trust Board and the organisation by providing senior management with a greater insight into Board working and provide the Board with greater assurance of operational oversight.**
- **Provide extra input into Board decision making using greater diversity of thought from the senior management population.**
- **Nurture existing talent for future executive roles within the organisation.**
- **Enable East Lancashire Hospitals NHS Trust (ELHT) to test, strengthen and diversify their talent succession plans**

Through the Shadow Board Programme, senior management would increase their knowledge and understanding of the Board's role in governing a Trust and the responsibilities, duties and liabilities of its Directors. From this, the usual process is for the senior management to establish a properly constituted Shadow Board (however the exact format is adapted to reflect the context of the individual organisation). The shadow board would typically meet before Trust Board meetings and is chaired by the Trust Chair or Non-Executive Director. The shadow board reviews the actual board agenda and papers to offer perspectives on existing agenda items and strategic issues.

Introducing a shadow board will enable ELHT to increase diversity of thought, and offer opportunity to become more representative of the communities we serve.



The Shadow Board Programme

The Shadow Board Programme is an innovative approach to talent, inclusion and opening up to a diversity of voices in our organisation. It is funded by the NHS North West Leadership Academy and is provided by an expert provider - the Inspiring Leaders Network who have already run this in several NHS organisations in the Yorkshire and Humber area. The programme aims to support our organisation to develop and establish a 'Shadow Board', which will meet separately from the Executive Board and provide assurance, corporate governance, and support talent management strategies, through succession planning, which are diverse and inclusive.



Module coverage included:

- **The role, duties and responsibilities of a Board and its Directors.**
- **Analysing and formulating an effective Trust strategy.**
- **Understanding strategic finance.**
- **Understanding and improving Board assurance.**
- **A director's role in effective organisation leadership.**
- **Leading strategic change.**

The Shadow Board is more than a leadership development programme; it offers practical skills based development, to equip participants with the right level of knowledge and understanding of board level education. It offers practical understanding of behaviours and executive level relationships through an experiential learning style approach. This supports the participants to greater understand the nuances of operating at executive level.

Why is diversity of thought Important?

Diversity of thought is fundamental to the sustainability, growth, and improvement of organisations. Diversity of thought is different to how we traditionally view diversity; it's wider than protected characteristics and is critical to supporting organisations culture, innovation and better patient care and outcomes.

Diverse thinking embraces the difference each person offers, through their own experiences of the world, their upbringing, socio-demographics and life experiences. It allows for new and different thinking and voices, and helps support the move away from group think, offering fresh perspectives and ideas.

'In 2010 less than 5% of executives had any formal development to prepare them for a Board role'

We have partnered with ILN as our delivery partner to enable access to their accredited executive education package for the selected participants, which is delivered across 3 modules. The programme objectives include:

- Identification of the top end of the talent pool
- Providing an insight into executive responsibilities
- Developing strategic thinking capability
- Enabling shadow board development
- Offering personal development support to embed learning
- Identification of future potential leaders
- Delivering future value to the NHS

Key outcomes of the programme include:

- Understanding of the Directors role in balancing future value generation with due consideration for risk, and be able to critically analyse current NHS positioning.
- Understanding the transition from management to directorship and be able to evaluate personal change requirements
- A deeper understanding of the role of a board and a directors contribution to effective performance
- Support for local talent management and succession planning initiatives
- Greater diversity of thinking around core strategic challenges and objectives.



Opportunity Knocks



An exciting opportunity has arisen for staff in senior positions within the Trust to participate in a leadership development programme – Shadow Board, which is being funded by NHS North West Leadership Academy.

The purpose of this Shadow Board programme is to 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. Your role as Executive Director is crucial to ensuring that this development activity adds maximum value to the Trust.

Shadow Board consists of a number of elements.

- 1) Participation in three one-day modules.
- 2) Attendance at and time to prepare for monthly shadow board meetings throughout the year.
- 3) Mentoring.
- 4) Contribution to projects of strategic interest/importance at a strategic level.



Maximising the investment

In order to achieve maximum return on expectation Executive Directors are asked to:

- **Identify** a number of candidates within their Directorate, typically working at Band 8b or above who would provide diversity of thought and experience (both clinical and non-clinical) and who would benefit from the programme and who aspire to a Board level position or equivalent in the future (it is expected that participants wouldn't just be identified through the current organisation structure).
- **Fully support** the development of participants from their area. This may involve discussions around what needs to be done to enable participants to fully attend (i.e. having discussions to identify alternative arrangements to cover workload), setting expectations in terms of full commitment to attend etc.
- **Support participants** by having on-going and follow up discussions about their learning
- **Identify** a number of strategic projects for participants to work on/lead
- **Support participants** by enabling them to get involved in strategic projects identified by the Board
- **Participating** in the programme evaluation process.

What organisations have experienced the shadow board?

The Shadow board development programme has delivered successful outcomes to 6 organisations in the Yorkshire and the Humber region; resulting in a very positive conclusion from an evaluation report and the appetite for further organisations to be involved. Recent North West organisations include; Northern Care Alliance NHS Group & Lancashire Care NHS FT.

What have been the reported benefits to:-

1. The Shadow Board participants

- 'Bridge the gap' in the talent process between senior leaders and Executive Directors, and to provide the opportunity for aspirant Directors to experience working as part of a Board and to tackle issues regularly faced by an executive team.
- Enable individual development within the Shadow Board
- Expand thinking of Senior Management beyond Directorate activity
- Senior management offer alternative strategic perspectives
- Develop individual strategic thinking capability
- Provide an inclusive environment; participants feel valued and able to contribute
- Provide an insight for individuals into executive responsibilities

- Participants expand their networks regionally and nationally through Shadow Board and alumni of other Leadership Academy products and programmes
- Leaders better understand effective corporate governance of NHS bodies and how to generate greater value for communities through their own Trusts and across systems
- Offer personal development support to embed learning



Application Process of Shadow Board Members

Expressions of interest are currently open for this Shadow Board development and must be supported by nomination from your line manager and an executive director.

Applications are by signed expression of interest and individuals are expected to evidence that they have been identified as having potential.

The Process

1. Complete the Expression of Interest form including some pre-work as part of the application process. Please email your completed and signed form to diversity@elht.nhs.uk no later than 28th February 2019

[Download Expression of Interest form](#)

2. Shortlisted candidates will be called to an assessment center for selection which will include interview and tests
3. Successful candidates will be notified.
4. The Inspiring Leaders Network will contact participants individually and host an introductory session bringing all successful participants together
5. Commitment to attendance for the full 6 ½ days of the program and shadow board development meetings. Including participation in the 1:1 phone calls with ILN. Also commitment to the pre-reading and preparation for the presenting of board papers where appropriate
6. ILN will also facilitate all other sessions, the initial three shadow board meetings and the review and evaluation the programme including working with us to make recommendations for next steps.



Key Contacts

As part of your programme, you can expect to meet the following people:



The ILN Team:

Kirstie Stott – Director of The Inspiring Leaders Network.

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