



**Board and Committee
Member Recruitment and
Succession Policy**

2022-2025

BOARD AND COMMITTEE MEMBER RECRUITMENT AND SUCCESSION POLICY

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Contact Officer:	Nicola Ebdon, Assistant Director of Governance & Regulation
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Policy Links:	The Rules Board Members Code of Conduct Board and Committee Member Induction, Training and Development Policy Equality and Diversity Policy Shareholder Policy Remuneration and Expenses Policy Board Appraisal Policy

Brief Policy Summary:

This policy sets out LHP's approach to Board & Committee member recruitment and succession and will:

- provide a fair, transparent and consistent framework for the recruitment of Board and Committee members; and
- ensure effective succession planning for Board and Committee members.

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1. Introduction

- 1.1. This policy outlines the aims and key policy commitments related to the recruitment and succession planning of our Board and Committee Members.
- 1.2. This policy will:
 - provide an open and merit-based assessment process for the recruitment and succession planning of Board and Committee members
 - ensure changes in Board and Committee membership are effectively planned
 - ensure our Board and Committees can govern effectively by providing effective oversight of the delivery of our Corporate Strategy with succession planning clearly linked to the future direction of LHP
 - ensure our Board and Committee membership comprises people with diverse backgrounds and attributes, having regard to the diversity of the communities LHP serves and in line with the organisation's stated commitments to equality, diversity and inclusion
 - ensure people with direct lived experience of (or particular insight into) the communities served by LHP are meaningfully engaged in our governance structures
- 1.3. To comply with the NHF Code of Governance 2020 (the Code) the Board should have a diverse membership with collective skills and attributes needed to govern effectively.

2. Responsibilities

- 2.1. It is the responsibility of the Board to approve the Board skills and succession plan for the Board and all its Committees to maintain a high level of governance effectiveness.
- 2.2. The People & Governance Committee (PGC) are responsible for:
 - providing assurance to the Board on arrangements for Board and Committee skills, succession planning and nominations arrangements
 - reviewing the Board skills, diversity, and succession plan annually, recommending its approval to the Board
 - approving the recruitment process to be followed for each appointment based on the selection criteria for the post, which may include the appointment of an external consultant to support the process
 - approving the composition of any Board Appointment Panel and oversee Board and Committee member recruitment, including the Chair of the Board
- 2.3. It is the responsibility of the Chair of the Board and the Chair of each Committee to work with the Assistant Director of Governance & Regulation to inform recommendations to the PGC for each recruitment process.

- 2.4. It is the responsibility of the Chair of the Board to ensure the Board has arrangements in place for the replacement of Board Members.

3. Recruitment

- 3.1. An appropriate role description for each vacancy will be developed in accordance with the Board skills and succession plan, approved by the Board.
- 3.2. Comprehensive recruitment packs will be developed ensuring appropriate focus is given to the skills, attributes, diversity and experience that have been identified.
- 3.3. The process for appointing Independent Committee Members shall be in accordance with this policy.
- 3.4. The position of the Chair of the Board will be openly advertised even if there is a member (or members) within the current Board or Committee who has expressed an interest.
- 3.5. All appointments will be made following an open and merit-based assessment process except where the Board determines this is not appropriate, for example, where a particular skill gap requires filling quickly by co-opting a new member.
- 3.6. Consideration will be given to targeting advertising to best attract applicants with the particular skills, attributes, diversity and experience that have been identified.
- 3.7. All appointments will be made following an interview with a panel of 3-5 members (the Panel), the composition of which will be determined by the PGC acting under delegated authority from the Board. The majority of the Panel will be Non-Executive members.
- 3.8. The Chief Executive (or nominated Director) and/ or an independent advisor may support the process as non-voting members of the Panel.
- 3.9. For the position of Chair of the Board an independent advisor will be appointed to support the process.
- 3.10. The Panel will agree all candidates to be invited to interview.

4. Appointment and Terms of Office

- 4.1. Appointment and details regarding the term of office of our Board and Committee members is set out in our Rules.
- 4.2. In compliance with the Code, maximum tenure will normally be up to six consecutive years, however, where a member has served six years and the Board agrees that it is in LHP's best interests, a member's tenure can be extended up to a maximum of nine years on an annual renewal basis. A member who has left the Board cannot be re-appointed for at least three years.

5. Skills and Diversity

- 5.1. Board and Committee member skills are reviewed as part of the appraisal process, combined into a skills matrix.

- 5.2. The skills matrix identifies Board core and desirable skills as well as Committee specific skills based on the skills required to govern effectively in relation to the strategic delivery of the approved Corporate Plan.
- 5.3. LHP will collect Board and Committee member diversity data and provide this, in an anonymous format, in context with the diversity of the communities that LHP serves to the PGC as part of succession planning to ensure it informs future recruitment campaigns.

6. Succession and Renewal

- 6.1. Effective succession planning comes from a clear understanding of the skills, attributes, diversity and experience required to govern effectively and ensure achievement of LHPs Corporate Strategy, as well as the changing business needs and future direction of LHP. The process should be continuous and proactive.
- 6.2. The PGC will annually review the following to inform succession planning:
 - Outputs from member's individual appraisals (see Board & Committee Member Appraisal Policy), including the skills matrix and action plan
 - Outcome of the Board effectiveness review and action plan
 - Consideration of LHP's Corporate Strategy, the external environment and potential impact on LHP's business and governance requirements
 - Current Board and Committee member term lengths/schedule
 - Corporate Risk Register

7. Transparency

- 7.1 LHP will annually publish information about the appointment of new Board Members and the diversity, skills and attributes of Board Members.

EQUALITY IMPACT ASSESSMENT

Board and Committee Member Recruitment and Succession Policy			
Provide a brief summary of the aims and main activities of the initiative (bullet points):			
This policy sets out LHP's approach to Board & Committee member recruitment and succession and will: <ul style="list-style-type: none">• provide a fair, transparent and consistent framework for the recruitment of Board and Committee members; and• ensure effective succession planning for Board and Committee members.			
Completed By:	Nicola Ebdon	Date:	10 December 2021

Guidelines: Things to consider

- Where a negative (i.e. adverse) impact is identified, it may be appropriate to make a full EIA (see Stage 2), or, as important, take early action to redress this – e.g. by abandoning or modifying the initiative. NB If the initiative contravenes equality legislation, it must be abandoned or modified.
- Where an initiative has a positive impact on groups/community relations, the EIA should make this explicit, to enable the outcomes to be monitored over its lifespan.
- Where there is a positive impact on particular groups, does this mean there could be an adverse impact on others, and if so can this be justified? - e.g. Are there other existing or planned initiatives which redress this?
- It may not be possible to provide detailed answers to some of these questions at the start of the initiative. The EIA may identify a lack of relevant data, and that data-gathering is a specific action required to inform the initiative as it develops, and also to form part of a continuing evaluation and review process.
- It is envisaged that it will be rare for full impact assessments to be required. Usually, where there are particular problems identified in the screening stage, it is envisaged that changing the approach at this stage, and/or setting up a monitoring/evaluation system to review a policy's impact over time will tackle the problem.

EQUALITY IMPACT ASSESSMENT

STAGE 1: SCREENING

This stage establishes whether a proposed initiative will have an impact from an equality perspective on any particular group of people or community – i.e. on the grounds of race, religion/faith/belief, gender (including transgender), sexual orientation, age, disability, or whether it is “equality neutral” (i.e. have no effect either positive or negative).

Q 1. Who will benefit from this initiative? Is there likely to be a positive impact on specific groups/communities (whether or not they are the intended beneficiaries), and if so, how? Or is it clear at this stage that it will be equality ‘neutral’ i.e. will have no particular effect on any group? *Please consider all aspects of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Belief, Sexuality*

LHP is committed to the principles of fairness and equity and will seek to appoint the best person for the position, based on objective criteria and demonstration of the candidate’s merits.

This policy should have a positive impact on the communities within which LHP serves - as the policy aims to ensure that the Board and Committee membership comprises of people with diverse backgrounds and attributes, having regard to the diversity of the communities that LHP serves.

Q 2. Is there likely to be an adverse impact on one or more minority/under-represented or community group as a result of this initiative? If so, who may be affected and why: Or is it clear at this stage that it will be equality ‘neutral’? *Please consider all aspects of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Belief, Sexuality*

No.

Q 3. Is there sufficient data on the target beneficiary groups/communities? Are any of these groups under or over represented? Do they have access to the same resources? What are your sources of data and are there any gaps? *Please consider all aspects of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Belief, Sexuality*

LHP collects diversity data on its Board and Committee members and compares the diversity profile of the group - to the profile of the communities within which LHP serves (ONS data). This data is published on the LHP website and refreshed annually. The data is used to identify gaps as part of the Board and Committee succession plan which is reviewed and approved by the Board annually. Future recruitment processes will seek to appoint members to ensure the Board and its Committees are more diverse. Role descriptions will be reviewed to ensure the language used does not include any unintentional barriers to diverse candidates applying.

EQUALITY IMPACT ASSESSMENT

Adjustments can be made to ensure that individual needs can be met in the delivery of the recruitment process, where requested. There is no evidence to suggest that any member is treated less favourably via this policy, but we will monitor the diversity of applicants at each stage of the process, to assess any impacts which will be used to identify any changes needed to the process in the future.

Q 4. Outsourced services – if the initiative is partly or wholly provided by external organisations / agencies, please list any arrangements you plan to ensure that they promote equality and diversity. Please consider all aspects of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Belief, Sexuality

The recruitment process can be supported by an external organisation. As part of all LHP Tenders, prospective suppliers are asked to show compliance with any and all relevant equality and diversity legislation (e.g., Equality Act 2010), keep up to date with any developments and changes in legislation and are aware of, and comply with, LHP's Equality and Diversity Policy.

Q 5. Is the impact of the initiative (whether positive or negative) significant enough to warrant a full impact assessment – see guidance? If not, will there be monitoring and review to assess the level of impact over a period of time? Please consider all aspects of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Belief, Sexuality

No.

Q 6. To be completed at six monthly review Detail actions taken to assess the level of impact over a period of time, or to address any gaps in data. Please consider all aspect of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Beilief, Sexuality