

Implementing a Shadow Board in HCT

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#RHORoadshows

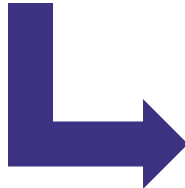
The rationale

Our Trust Board has no vacancies and is not fully representative of the local population

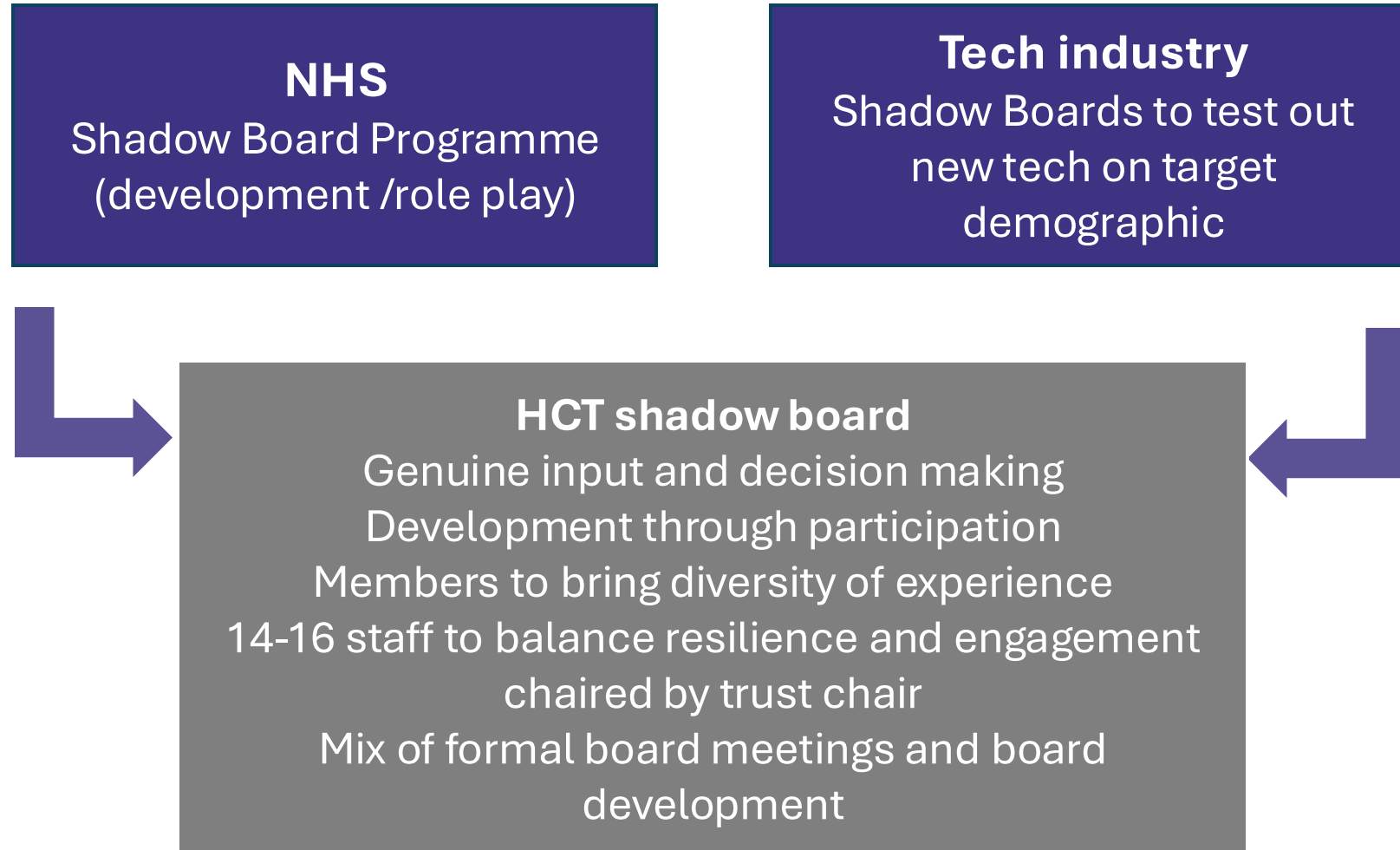


How can we incorporate more diversity in our decision making?

Let's set up a Shadow Board



The model



The process



Our shadow board

- Around 16 members (we have lost and added some over the years)
- Most from an ethnic minority
- Some bringing other diverse experiences (including neurodiversity)
- Full range of staff levels/types (including a healthcare assistant).
- Now operating with clearer membership terms and expectations
- Greater emphasis on strategic diversity – not just protected characteristics
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



The agenda

- Shadow board now influences board agendas before meetings
- Not limited to EDI – broader remit established
- CEO board report always included, plus usually a couple of board sub-committee papers for discussion
- Board development sessions have less formal agenda – including items shadow board members have asked to be involved in
- A shadow board member attends trust board and reports back (in both directions).



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Hertfordshire Community NHS Trust Shadow Board Meeting
13th June 2023
9.30am to 11.30am
Green Room, Howard Court, Welwyn Garden City
(or via [MS Teams](#))

AGENDA

Lead	Item	Action	Paper	Approx. Time
(A)	Opening Administration			09.30
LS	1. Welcomes, Introductions and Apologies for Absence	To note	None	5 min
LS	2. Chair's Announcements / Notice of Urgent Business	To note	None	3 min
LS	3. Declarations of Interest (any interest's material to items on the agenda)	To note	None	2 min
LS	4. To approve the minutes of the meeting held on 20 th April 2023	Approve	 Shadow Board minutes 20.04.23	3 min
LS	5. Matters arising from the Minutes of the meeting held on 20 th April 2023 and tracker	Approve	 Shadow Board Tracker post May	2 min
(B)	Trust Board			09.45
LS	8. Board Agenda	To note	 AG Agenda 8th June 2023 part1.pdf  AG Agenda 8th June 2023 P2 Report	5 mins
EHJ	7. Chief Executive's Report	To discuss		15 min

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			 C1 CEO Board report for Jun 2023 v3	
MW	8. Feedback from Board meeting	To note	verbal	10 mins
C	Business Items			10.15
AROB/ MH	9. Delivery Plan 2023/2024	To discuss	 C9 Delivery Plan 2023 v4 report	30 mins
TF	10. Lessons from the Cox Case	To discuss	verbal	15 mins
ARY	11. Ethnic minority leaver analysis	To discuss	To follow	20 mins
(E)	Urgent Business			11.20
LS	12. (As notified under Item A2 above)		n/a	
(F)	Review of Meeting			
LS	13. Items for the next meeting/board development session	To discuss	verbal	10 mins
(G)	Date, Time & Venue of Next Meeting			
LS	20 th July 9.30am. Green Room, Howard Court and Via Teams AGM 19 th July, Green Room, Howard Court and Via Teams	To note		

The lessons learned

Trust chair and CEO support is essential to give board level status

Initial idea to induction day takes time and repeated engagement

Board members are most comfortable with staff-experience related issues

Two main agenda items per meeting is enough to allow open discussion

Some members speak up more readily than others (but most contribute)

Need to find way to track action to prevent repeated conversations*

A year cycle is not long enough to fully embed*

Membership to be refreshed rather than replaced (some people have left)*

More specific development time to be added (based on requests from SB members)



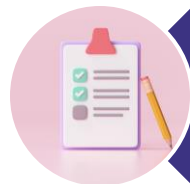
From idea to impact: Shadow boards in practice



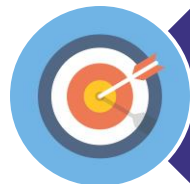
Understanding the need



Exploring the model



Implementation challenges



Impact and influence



Questions?





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