



# OUR DEVELOPMENT OFFER

# DEVELOPMENT

November 2024



# DEVELOPMENT

The background features a dynamic composition of overlapping geometric shapes. A large, dark blue triangle points downwards from the top left. A vibrant red shape, resembling a stylized arrow or a series of overlapping planes, points upwards from the bottom left. The overall color palette is dominated by various shades of blue, from deep navy to light sky blue, with the striking red providing a focal point.



## OUR DEVELOPMENT OFFER

The expectations on NHS leaders have never been greater. As the membership organisation for all NHS trusts, NHS Providers is committed to providing outstanding support to help trust leaders meet the challenge of transforming health and care services in an environment of unprecedented pressure.

Through our well-established and highly regarded development offer, we provide a wide range of practical support, from whole board development sessions, individual leadership development and training to conferences, events and resources to provide opportunities to network and learn from peers across the provider sector.

We pride ourselves on being responsive to the evolving needs of our membership. If you want to discuss how we can support you, your board, your senior leadership team, or council of governors, please get in touch.

**Miriam Deakin and Jenny Reindorp**  
Co-Directors of Development and Engagement

## Our offer is grounded in the experience of trust leaders and tailored to meet your needs

### Training and development

Our training and development includes bespoke whole board support on a range of topics for leadership development, such as good governance, digital transformation, and improvement. For individuals, we offer programmes for aspiring directors and chairs, along with our non-executive and executive director induction.

We also provide governance training through a range of board level and below-board modules, and a national programme for foundation trust governors.

### Networking and peer learning

Our networking and peer learning opportunities include three annual conferences, along with 12 director and sector-specific networks where members connect, learn, and share good practice.

We also offer topic-specific peer learning programmes, covering leadership challenges such as collaboration in systems, improvement, digital transformation, and tackling race and health inequalities.

Additionally, our *In Conversation With...* series connects members with key decision-makers, ensuring your insights help shape national policy.

In 2023-24 we held **385** events  
for over **8,600** delegates

**100%**

of provider members  
engaged with our  
development offer

**92%**

of attendees  
rated our events  
as good or excellent

**97%**

of attendees said they  
would recommend our  
events to a colleague

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## Networks

Our 12 member networks are part of our core support offer and are free to attend as part of your membership. Each network typically meets three times a year and whilst the majority continue to be held virtually, we aim to offer at least one in-person meeting per year for select networks, fostering deeper engagement and collaboration.

### Supporting all NHS board level roles, our 12 networks are:

- Chairs and Chief Executives
- Company Secretaries
- Communication Leads
- Community Network
- Directors of Operation and Chief Operating Officers
- Finance Directors and Commercial Leads
- HR Directors
- Digital Boards Leadership
- Medical and Nursing Directors
- Mental Health Leads
- Non-Executive Directors
- Strategy Directors

### Why attend?

- Build relationships with like-minded peers from across the provider sector.
- Engage directly with national leaders and policy makers on issues relevant to your role and trust, to help learn about, shape and influence the system in which you operate.
- Share learning and good practice with colleagues across the sector.
- Access information and policy updates to support you in your roles.
- Discuss challenges and concerns in a safe space with peers.

***“Great to network – catching up with colleagues and friends in other trusts but also meeting new chairs and chief executives. Fantastic choice of topics and speakers.”***

PREVIOUS DELEGATE

***“The national policy overview was very valuable, and hearing the discussion about it from other peers also really helped add to the richness.”***

PREVIOUS DELEGATE

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**Contact:** [networks@nhsproviders.org](mailto:networks@nhsproviders.org)

## Board Development

Our Board Development programme is designed to improve the effectiveness of your board and organisation through practical, interactive training and development delivered by expert trainers with extensive senior-level sector experience. The programme's core focus is on the fundamentals of good governance along with the knowledge, skills and relationships required to operate as a unitary board.

The four-part programme consists of:

- 1 Induction programmes
- 2 Core training modules
- 3 In-house training
- 4 Bespoke development programmes.

### Part 1: Induction programmes

We deliver the national NHS induction programmes, providing vital support to new and aspiring directors as they navigate their responsibilities in today's challenging operating environment, including:

- Non-executive director induction
- Executive director induction
- Effective chairing of organisations (for new or aspiring chairs).

### Part 2: Core training modules

Our practical core training modules are designed to support boards, individual directors, senior managers, and those in important support roles such as minute takers and report writers, to equip them with key knowledge and skills to operate effectively in their roles. The core modules are:

- Advanced effective recording of board and committee meetings
- Aspiring directors programme
- Effective chairing of meetings
- Effective challenge
- Effective report writing
- Introduction to effective meeting administration and minute taking
- NHS finance for senior leaders
- NHS quality and patient safety for NEDs
- Risk appetite for boards
- Risk for NHS risk practitioners
- Risk management for boards
- Working with governors.

Individual delegates can book to attend an open course for the core training modules and inductions.

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**Contact:** [board.development@nhsproviders.org](mailto:board.development@nhsproviders.org)



### Part 3: In-house training

Our core modules can be delivered as in-house training for individual organisations, allowing for content to be tailored to your requirements, ensuring consistent learning to embed good practice throughout your organisation.

This is not an exhaustive list of topics, get in touch to discuss your training requirements and how we may be able to assist.

### Part 4: Bespoke development programmes

We provide bespoke development programmes for individual boards and senior leadership teams tailored to support your strategic objectives and development aims. Our offer incorporates aspects that are aimed at governance enhancements, alongside understanding and developing team dynamics and relationships as equally important elements in developing an effective board or team.

Our development programmes are designed to evolve over time, through continued co-development with you, building on the outcomes from each aspect of the programme.

Programmes can include:

- Diagnostic survey and interviews
- Meeting observations
- Personality profiling and reports
- Facilitated development workshops
- Action learning sets
- Coaching
- Post-programme evaluation and follow-up discussion to evidence impact.

**Last year, 98% of delegates rated our training as 'good' or 'excellent'.**

***“Essential prior to anyone coming into an NHS governance role. I have a good idea now about how to approach my role as a NED and what to prioritise.”***

PREVIOUS DELEGATE

***“I learned so much about being a board member. Great programme of workshops.”***

PREVIOUS DELEGATE

## Effectiveness Reviews

Regular board effectiveness reviews are essential to ensure your governance structures, processes and relationships support you to meet strategic objectives and contribute to the wider health and care system. The *Code of Governance for NHS provider trusts* recommends an external review every three to five years to provide independent validation of effectiveness and identify opportunities for improvement.

For foundation trusts, the council of governors should also assess its performance periodically. We can extend our review to include the council of governors or conduct a separate effectiveness review if needed.

NHS Providers delivers board and committee effectiveness reviews that go beyond assessment – we partner with your team to identify clear, actionable improvements.

Our reviews are tailored to your needs and involve:

- document review
- interviews
- surveys
- observation of meetings.

This evidence-based approach ensures a thorough, value-driven review by experienced professionals who have a deep understanding of NHS governance.

## GovernWell

A committed, knowledgeable and effective council of governors can be one of the cornerstones of a foundation trust's success. Our well-established GovernWell programme focuses on the governor role in practice.

Our GovernWell offer includes:

- The national training programme for foundation trust governors.
- Governor Focus conference – an annual event exploring national issues in health and care that impact on the governor role.
- Governor Focus e-newsletter to keep governors up to date with developments in the sector.
- Online guidance documents including jargon busters, guidance and induction resources.

Our practical, interactive training is delivered by experienced trainers with significant NHS experience. The modules include:

- Core skills module for governors in their first term of office, or those who require a refresher.
- Six specialist skills training modules focusing on specific aspects of the governor role in more detail.

These modules are delivered as open courses and in-house on request for individual council of governors where content can be tailored to specific requirements.

We also provide effectiveness surveys for an individual council of governors which allows the foundation trust to gather the views of governors on the collective effectiveness of the council. This can be supplemented with a follow-on programme of training and development for the council based on survey findings.

***“A truly fantastic event. This has increased my confidence as a staff governor and should be mandatory for all new governors coming into post.”***

PREVIOUS DELEGATE, CORE SKILLS

***“NHS Providers’ training and development offer has been pivotal to my success as a governor.”***

PUBLIC GOVERNOR

## Digital Boards

Our Digital Boards programme has recently secured funding to continue delivering this offer free of charge to members. The programme, which is designed to support boards and senior leaders to lead the digital transformation agenda, is delivered in partnership with Public Digital and is available to all provider trusts.

The programme has engaged over 3,000 board leaders in all our provider members through 50 events, over 100 bespoke board development sessions and a wide suite of digital leadership guides and resources. The programme aims to build board understanding of the potential and implications of the digital agenda, as well as increase the confidence, and capability of boards to harness the opportunity that digital provides.

***“The Digital Boards programme has been a game changer for us. The development work really enabled us to create the conditions for success and we were given insight into how we progress the digital agenda to optimise impact for our staff, patients, and service users.”***

LIZ DAVENPORT, CHIEF EXECUTIVE, TORBAY AND SOUTH DEVON NHS FOUNDATION TRUST

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**Contact:** [digital.boards@nhsproviders.org](mailto:digital.boards@nhsproviders.org)

## Digital ICS

The Digital ICS programme is a free support offer for integrated care boards (ICBs) and integrated care system (ICS) leaders. It is delivered in partnership with the NHS Confederation and Public Digital and is supported by NHS England as part of their Digital Academy. The programme is designed to support ICS leaders to seize the digital opportunity and deliver their system ambitions, offering bespoke development sessions, virtual events and leadership resources for system leaders.

***“The digital development session for our ICB was thought provoking and excellent. It is really important that all system colleagues, ICBs and integrated care providers have the opportunity for this free and bespoke learning and development.”***

RT HON PATRICIA HEWITT, CHAIR, NHS NORFOLK AND WAVENEY ICB

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**Contact:** [digital.ics@nhsproviders.org](mailto:digital.ics@nhsproviders.org)

## Improvement

Our Improvement programme supports senior NHS leaders in developing their understanding of large-scale improvement, both within their trust and across providers, building confidence in leading and enabling progress.

Our support is aligned with NHS England's renewed focus on improvement through the NHS IMPACT (Improving Patient Care Together) framework.

This programme provides a regular series of interactive peer learning events, alongside practical resources, insight digests, blogs and case studies. These highlight the actions that senior leaders can take to create the culture and conditions for improvement in their organisations, and with system partners, to deliver better care for patients and better outcomes for communities. In addition, we are piloting an offer for members on whole board support for embedding improvement, in partnership with Q Community.

Members have benefited from a range of practical support and development activities since our focus on improvement first launched in 2020. Our knowledge hub, free for members to access, houses a range of board level resources and recordings of past peer learning events.

In the upcoming year we will be focusing our support for members on how improvement can help providers to capitalise on and build their improvement capability and capacity to deliver against their biggest clinical and operational priorities.

***"...hugely valuable tips and advice  
for our continuous improvement journey."***

PREVIOUS DELEGATE

## Provider Collaboration

Our Provider Collaboration programme covers the full spectrum of collaborative arrangements that providers are forging at scale, involving all trust types and aims to support members to maximise the potential of greater provider collaboration to:

- Tackle care backlogs
- Reduce unwarranted variation in outcomes and access to services
- Reduce health inequalities
- Deliver efficiencies and economies of scale
- Consolidate specialised services
- Create greater resilience across systems and better management of system-wide pressures
- Secure better recruitment, retention and development of staff.

Our programme offers interactive webinars, peer learning forums, case study briefings and ongoing opportunities to share good practice linked to our existing director networks for all leaders working on provider collaboration at scale.

We also have a resource bank of practical documents from the more established provider collaboratives to share with those earlier in the journey, as well as an easily accessible online hub of reports, briefings, slides, and recordings of past events.

This offer sits alongside and contributes to our continued influencing to ensure there is an enabling national policy framework for provider collaboration and greater clarity on accountability arrangements in the era of system working.

***“Collaboration is difficult! I’ve already made new connections from the event which will be invaluable as we explore greater collaboration.”***

PROVIDER COLLABORATIVE PROGRAMME DIRECTOR

***“Relationships take time! Change from competition to collaboration is not an easy one – these events help me with that thinking.”***

PROVIDER COLLABORATIVE PROGRAMME DIRECTOR

## Race Equality

At NHS Providers, we are committed to being actively anti-racist and supporting our members to tackle race inequality in all that they do. Through our conversations with ethnic minority and white trust leaders, we believe the following three requirements are vital for meaningful change:

- Creating **hearts and minds change** through building personal awareness and understanding of race inequality and anti-racism.
- Increasing leaders' **confidence and capability to act** through sharing evidenced-based practices on what works, empowering leaders to proactively challenge the impact of systemic racism and seek opportunities to advance race equality.
- Encouraging leaders to **take accountability** through sharing accountability mechanisms, and enabling leaders to self-reflect, educate, and ensure sustained progress is made with a focus on improving outcomes.

Our Race Equality programme supports trust leaders to effectively identify and challenge structural racism through a range of webinars, peer learning events, blogs, guides, case studies, podcasts, and talking-head videos which challenge mindsets and encourage personal accountability, with a strong focus on leading by example and white allyship. We bring together leaders from across our networks and subject matter experts to explore questions and solutions for boards. Key themes from our programme include:

- Inclusive recruitment and talent management
- Supporting our internationally educated workforce
- Data and accountability
- Health inequalities
- Workforce disparities with a focus on disciplinaries and the ethnicity pay gap
- Allyship.

Alongside our programme work, we are ensuring a focus on race equality throughout NHS Providers' workstreams including embedding anti-racism messaging within our national influencing.

***"The speakers for this event were top notch and spoke with such passion about their areas. I took so much from the session and really valued the Q&A opportunity at the end. You are doing such a great job with these sessions."***

PREVIOUS DELEGATE, NEWCASTLE HOSPITALS NHS FOUNDATION TRUST

## Health Inequalities

Trusts can play a key role in reducing healthcare inequalities through focusing on how people access healthcare services, their experiences of services, and their outcomes as a result. NHS organisations are also important anchor institutions in their local areas.

Our programme aims to embed health inequalities as a 'core business' within trusts and across wider systems. We are committed to supporting trust leaders on their journey to tackle health inequalities by learning from them about the challenges they face and developing our support offer to assist them. This support programme provides a regular series of webinars and peer learning events, alongside practical resources and briefing papers to raise awareness of health inequalities and highlight the actions that trusts can take to make a difference.

We recognise that tackling health inequalities is not easy, particularly in the context of current operational pressures. Through our survey of trust leaders, we know that trusts are committed to taking action to address inequalities, but they face a number of barriers – from operational pressures, to lack of prioritisation.

Our resources help trust leaders to:

- Make sense of health inequalities and how to act.
- Share good practice and facilitate collaboration.
- Make use of valuable partnerships in systems.

By focusing on these key areas, we have created resources and events that will:

- Provide a forum for trust leaders to come together to discuss the challenges and opportunities to address health inequalities.
- Offer easily digestible insights on health inequalities to facilitate reflective conversations at board level.
- Support trusts to move from analysis to action.

***“Excellent thought provoking session.  
A number of key enablers and considerable insight shared.”***

PREVIOUS DELEGATE

***“Very helpful to get us thinking about the possible.”***

PREVIOUS DELEGATE, PEER LEARNING EVENT

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**Contact:** [health.inequalities@nhsproviders.org](mailto:health.inequalities@nhsproviders.org)





## In Conversation With...

The *In Conversation With...* series of virtual roundtables and in-person dinners provides members with the opportunity to have frank conversations with key senior stakeholders in the sector.

These roundtables offer members:

- Informal engagement with decision makers and influencers in the healthcare sector.
- The opportunity to hear first-hand new policy thinking from key organisations.
- The chance to have a high quality, private dialogue with invited guests.
- The ability to network with senior colleagues.

These intimate events are aimed at chairs and chief executives from member trusts who register their interest to attend. The final delegate list is strictly by invitation only to ensure we have a diverse range of senior leaders from all provider types to stimulate interesting and varied dialogue at each event. A select number of these events are also offered to other board roles from trusts and foundation trusts.

Our roundtables and dinners operate under the Chatham House Rule to help facilitate open and honest discussions.

***“I enjoyed meeting peers, having top level conversations about important topics and doing all of this in an informal session over dinner. Would definitely recommend this to others.”***

PREVIOUS DELEGATE

***“I really appreciated the opportunity to be constructively frank, given today’s environment. I left feeling much more connected, much less isolated. I didn’t learn anything I didn’t already know, but it was great to be so open and potentially vulnerable as I shared my thoughts.”***

PREVIOUS DELEGATE



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**NHS Providers** is the membership organisation for the NHS hospital, mental health, community and ambulance services that treat patients and service users in the NHS. We help those NHS foundation trusts and trusts to deliver high-quality, patient-focused care by enabling them to learn from each other, acting as their public voice and helping shape the system in which they operate.

NHS Providers has all trusts in England in voluntary membership, collectively accounting for £124bn of annual expenditure and employing 1.5 million people.



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