



Checklist for recruiting CCG lay members

Lay members bring an essential independent perspective to the clinical commissioning group (CCG) governing body – being separate to the day-to-day running of the organisation means that they can see it as it is seen from the outside. This checklist from the NHS Clinical Commissioners (NHSCC) Lay Members Network is the first in a series looking at different aspects of the lay member role. Aimed at CCG chairs, members of the CCG governing body and lay members, it provides a series of questions that can be asked to start conversations about recruitment and succession planning.

SUCCESSION PLANNING: When should you recruit and what skills do you need?

- ✓ Does your organisation have an up-to-date list of CCG lay members, their responsibilities and term of office?
- ✓ Are you clear about the reporting lines for lay members and has the appraiser had appropriate training to enable them to carry out the appraisal?
- ✓ Does your organisation have a thorough appraisal process for lay members? Is this used to understand lay members' career aspirations and willingness to continue?
- ✓ Do you have a good understanding of your governing body make up and any skills gaps that may exist?
- ✓ Have the current lay members' performance been assessed by gaining feedback from other governing body members (such as through 360 degree surveys and appraisal discussions)?
- ✓ Does your organisation provide professional development opportunities for non-executive directors/lay members to, for example, move between commissioner and provider roles in your area?

DEFINING THE ROLE DESCRIPTION

- ✓ Does your board have clarity on the skills gap it currently has, and is the lay member role description reflective of this?
- ✓ Does the role description clearly set out the responsibilities you want the lay member to take on?
- ✓ Are the personal characteristics and skillset of the lay member role clearly defined, taking into consideration the needs and values of your organisation?
- ✓ Does the role description clearly define what prior experience (such as board experience and work with local community) is needed?
- ✓ Has the expected time commitment and remuneration been set out?



RECRUITMENT PROCESS

- ✓ Has the role description been reviewed with relevant stakeholders (such as the executive team, clinical leads and members of relevant committees)?
- ✓ Has the process and timeline for recruitment (such as advert publication date, closing date, interview date and appointment date) been clearly set out?
- ✓ Have you considered where the role will be advertised and how to target it to a wider/non-NHS audience (such as by using local/national press and social media)?
- ✓ Have you ensured that the application is available in accessible formats (such as large print, braille and audio)?

INTERVIEW PROCESS

- ✓ Does the interview follow a formal, standardised formula?
- ✓ Have you considered potential talent of a lay member, as well as existing skills?
- ✓ Have you established as part of the interview that the candidates can credibly challenge director colleagues on behalf of the public, patient and tax payer?
- ✓ Have you made clear to the candidates the next steps in the recruitment process?
- ✓ Have you provided feedback to candidates?

ADDITIONAL RESOURCES

- *Best practice resource/practical toolkit – for the appointment of lay members to clinical commissioning groups*, NHS England
- *Selecting non-executive directors*, Institute of Directors
- *Effective boards in the NHS? A study of their behaviour and culture*, NHS Confederation
- *What is the role of the board?* Institute of Directors
- *Measuring board effectiveness: Developing an assessment tool*, Andrew Graham, Queens University
- *Seven principles of public life*, Committee on Standards in Public Life
- *Good governance standard for public services: The independent commission on good governance in public services*, Office of Public Management
- *Guidance: Accessible communications formats*, Department of Health
- *Maximising the lay member role in CCGs*, NHS Clinical Commissioners