

# Blood and Transplant

## Board Meeting in Public Tuesday, 24 September 2024

<b>Title of Report</b>	Board Skills, Capability and Diversity	<b>Agenda No.</b>	5.1.1
<b>Nature of Report</b> (tick one)	<input checked="" type="checkbox"/> Official	<input type="checkbox"/> Official Sensitive	
<b>Author(s)</b>	Silena Dominy, Company Secretary		
<b>Lead Executive</b>	Helen Gillan, Director of Quality		
<b>Non-Executive Director Sponsor</b> (if applicable)	Peter Wyman, NHSBT Chairman		
<b>Presented for</b> (tick all that applies)	<input type="checkbox"/> Approval	<input checked="" type="checkbox"/> Information	<input checked="" type="checkbox"/> Discussion
	<input checked="" type="checkbox"/> Assurance	<input type="checkbox"/> Update	
<b>Purpose of the report and key issues</b>			
<p>The Board approved a Board Skills and Capability Framework in July 2023. This sets out , following which a skills and capability exercise was undertaken to evaluate the Board skills and capability.</p> <p>The analysis of the exercise is presented to the Board for discussion.</p>			
<b>Previously Considered by</b>			
The Board Skills, Capability and Diversity Assessment results have been discussed with the NHSBT Board Chair, and the Chair of the People Committee.			
<b>Recommendation</b>	<p>The Board are asked to note the report and consider the recommendations in relation to Committee appointments at the relevant time in the future.</p> <p>The Board are asked to support the Secretary in developing a training plan, in conjunction with Executive Directors, to address the areas of group training identified.</p>		
<b>Risk(s) identified (Link to Board Assurance Framework Risks)</b>			
Click or tap here to enter text.			
<b>Strategic Objective(s) this paper relates to:</b>			
<input type="checkbox"/> Collaborate with partners <input checked="" type="checkbox"/> Invest in people and culture <input type="checkbox"/> Drive innovation <input type="checkbox"/> Modernise our operations <input type="checkbox"/> Grow and diversify our donor base			
<b>Appendices:</b>	Appendix 1: NHSBT Board Skills and Capability Analysis Appendix 2: NHSBT Board Personal Attributes Appendix 3: NHSBT Board Diversity Profile		

## 1. Background

In July 2023, the Board approved a Board Skills and Capability Framework (the framework) to guide the Board as to the skills, knowledge, experience, personal attributes, diversity and other criteria that NHSBT should target for their Board.

Twenty-two capabilities were identified in the framework. Twenty of these were determined to be essential for the effective operation of the Board (Tier One) and fall into five categories:

- Clinical and Quality
- Commercial: Procurement, Logistics and Supply Chains (including Sustainability)
- Data, Digital and Technology
- Governance, Finance, Risk Management and Strategy
- People, Culture and Engagement

Two further capabilities have been identified as being desirable, but not essential, (Tier Two) and are are:

- Estates / Infrastructure
- Research and Development.

On an annual basis an assessment against the framework is undertaken with the intent that the findings can assist in the following areas:

- **Group Training and Awareness** - Identification of knowledge gaps which may be filled by group training and awareness sessions,
- **Associate NED Appointments** - Identification of knowledge/experience or diversity gaps that the Board may consider filling through the appointment of Associate NED positions,
- **Personal Development Plans** - Identification of individual knowledge and experience gaps for discussion in appraisal/coaching sessions,
- **Board Committee Appointments and Training** - Identification of knowledge and experience relevant to the remit of Board Committees to assist in decisions on Board appointments and the approach of Committees to training and development,
- **Chair/DHSC Succession Planning Discussions** - Inform discussions between the NHSBT Chair and the DHSC Sponsor Team in relation to succession planning where vacancies arise or are anticipated.

## 2. Review Process

Board members were asked to self-assess their level of skills, experience and knowledge against the 22 capabilities, selecting their level as expert, proficient, competent or little or no knowledge. Each of the four levels were described to guide directors when self-assessing themselves, and to seek some consistency. In addition, the Company Secretary and Chairman have reviewed the results of the self-assessments to provide a level of verification to the views

## Blood and Transplant

provided. A summary of the findings can be found in Appendix 1 in relation to the Board as a whole, and in Appendix 2 in relation to Board Committees.

In addition to the above, directors were asked to self-assess themselves for the personal attributes of leadership, collaborative/team player, influencer and negotiator, judgement and integrity, effective communicator, interpersonal skills and commitment to role.

Directors were asked to state whether they demonstrated the attributes consistently, variably or not at all. Each level was described to seek to achieve some consistency. A summary of the findings can be found in Appendix 3.

Directors were also asked to complete a diversity form in order that the diversity profile of the Board could be assessed. The Diversity profile of the Board can be found in Appendix 4.

### 3. Summary of Analyses

#### Skills and Capabilities

A summary of the Board skills and capabilities is provided in Appendix 1. From this the following can be noted:

- At least two non-executive directors are considered to be proficient or expert in each of the 22 capabilities thus allowing opportunities for the non-executives to support and constructively challenge executive member in these areas.
- At least two executive directors are considered to be proficient or expert in each of the 22 capabilities, again providing opportunities for peer support and challenge from an executive perspective.
- Inclusion of non-voting members within the Board can be seen to increase the level of skill and experience across all capabilities with the exception of clinical governance. There is sufficient clinical governance expertise within voting members.

#### Attributes

All Directors assessed themselves as demonstrating the required attributes either consistently or variably. None of the attributes were not demonstrated at all which is as expected. Where Directors have self-assessed variable demonstration of attributes these may be areas of personal development that Directors could reflect upon. This was mostly the case in respect of demonstrating strong leadership, influencing and negotiating and being an effective communicator.

#### Group Training and Awareness

The assessment has identified that group knowledge build sessions may be beneficial as follows:

- Continuation of knowledge builds in relation to NHSBT's services for blood supply, organ and tissue donation and transplantation, and/or stem cell transplantation and cellular therapies.
- Quality and clinical governance knowledge builds for newer members of the Board.
- Further centre visits and knowledge builds related to manufacturing.
- Knowledge builds on sustainability ahead of consideration of the strategic plan in this area.
- Continued knowledge builds in relation to cyber security.
- Further knowledge builds on donor and patient experience and stakeholder engagement. Signposting relevant directors to session held on 25 July 2024 where not viewed.

## **Board Committee Appointments and Training**

A view of the skills and capabilities held by each Board Committee can be found in Appendix 2. The capabilities most closely aligned to the remit of the committees are shown in green text.

### Audit, Risk and Governance Committee

The current composition of the ARGC provides at least two member who are proficient or expert in the capabilities most closely aligned to the remit of the Committee. There are three voting members of the Committee, plus additional expertise from an Associate NED and an Independent Member.

In February 2025, the current Chair of the Committee completes his second term of office on the NHSBT Board and therefore will leave the Board. Not only will this create a loss of expertise for the Committee but achieving a quorum for meetings may be more challenging. Whilst a plan for the succession of the role of ARGC Chair, from within the current voting membership of the Committee, has been recommended to DHSC for their consideration, it is recommended that in 2025 consideration be given to appointing an additional voting non-executive director to the ARGC to keep the number at 3.

### Clinical Governance Committee

The current composition of the CGC provides a robust level of skills and experience across the capabilities most aligned to its remit. With just two voting non-executive directors and two voting executive directors achieving a quorum can be challenging, however the terms of reference allow for views to be provided and decisions confirmed via email in cases where a quorum is not possible. Ideally a third NED would be appointed however due to the nature of this Committee and the size of the Board this may not be achievable.

### People Committee

The current composition of the People Committee provides a robust level of skills and experience across the capabilities most aligned to its remit. The number of appointments to this Committee is adequate to ensure that no quorum issues arise.

### Trust Fund Committee

A broader range of skill and experience is appropriate to the Trust Fund Committee. Membership of the Committee currently provides expertise and proficiency in the areas of governance, finance and people leadership and there is competence across other areas. Ideally, an appointment of a member with clinical experience would benefit the Committee however this may not be possible in view of the size of our Board and the needs of other committees to include similar expertise/proficiency.

## **Associate NED Appointments**

The skills and capabilities review and diversity assessment (see Appendix 2 for Diversity Profile) does not indicate that there is a current need for further Associate NED appointments.

The following associate non-executive terms of office expire in 2025:

- Stephanie Itimi – second one year term expires 5 June 2025
- Nicola Yates – second one year term expires 16 July 2025

Consideration will need to be given as to the loss of skills and expertise in 2025 from these roles to determine any action required.

## Personal Development Plans

It is not a surprise that some newer members of the Board have assessed themselves as having little or no knowledge for some capabilities. Where group training and knowledge builds do not cover areas of training which would be desirable, the opportunity can be taken to discuss activities to build such knowledge, where appropriate, within the annual appraisal process or coaching reviews.

Where Directors have included narratives in respect to their developmental needs these will be discussed with the Chair and Chief Executive/Deputy Chief Executive as appropriate. These have not been included in the report.

## Chair/DHSC Succession Planning Discussions

The appointment of the Chair and Non-Executive Directors is the responsibility of DHSC. Discussions between the NHSBT Chair and DHSC Sponsor Team determine future need and identify opportunities for committee membership. Succession planning is ultimately undertaken by DHSC.

The following non-executive terms of office are due to expire in 2024 or 2025:

- Peter Wyman – first term of office expires 31 March 2025. DHSC will determine whether a second term of office for three years is to be offered to Peter, or whether they wish to make an alternate appointment.
- Piers White – second term of office expires 17 February 2025. Piers will leave the Board at this point. A recommendation has been made to DHSC for the appointment of Ian Murphy as Chair of Audit, Risk and Governance Committee and a decision on this is awaited from the DHSC Sponsor Team. There is no intention to appoint another NED in place of Piers, however consideration should be given to appointing another voting NED to the Audit, Risk and Governance Committee to retain the number of voting members at 3.
- Charlie Craddock – first term of office expires 31 May 2025. Charlie is one of two clinical NEDs on the Board. Early clarity on DHSC's intentions would be helpful to Board planning.

## 4. Recommendation

The Board are asked to note the report and consider the recommendations in relation to Committee appointments at the relevant time in the future.

The Board are asked to support the Secretary in developing a training plan, in conjunction with Executive Directors, to address the areas of group training identified.

## Appendix 1

### NHSBT Board Skills and Capability Analysis

Board Member	Tier One Skills																		Tier two skills		
	Clinical/ Quality			Commercial (including sustainability)					Data, Digital and Technology			Governance, Finance, Risk Management & Strategy					People and Culture				
	Quality, safety and regulation	Clinical Governance	Blood, Organ and/or Stem Cells	Supply Chain Management	Logistics	Manufacturing	Procurement/ Contract management	Sustainability	Digital strategy and governance/ Technology	Emergency Planning & Resilience	Cyber Security	Corporate Governance and Internal Audit	Financial performance/ Commercial acumen	Strategy development & implementation	Innovation / continuous improvement / value for money	Risk Management & Assurance Framework	Workforce & Organisational Development	Stakeholder engagement / partnership working	Equality, Diversity and Inclusion	Patient experience and consumer engagement	Estates / infrastructure
<b>Chair and Non-executive directors (Voting Board Members)</b>																					
NED1	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
NED2	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
NED3	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
NED4	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
NED5	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
NED6	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
NED7	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
NED8	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
<b>Associate Non-executive directors (Non-Voting Board Members)</b>																					
ANED1	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
ANED2	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
<b>Chief Executive and Executive Directors (Voting Board Members)</b>																					
EDV1	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
EDV2	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
EDV3	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
EDV4	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
EDV5	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
EDV6	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
<b>Executive Directors (Non-Voting Board Members)</b>																					
EDNV1	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
EDNV2	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
EDNV3	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
EDNV4	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
EDNV5	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
EDNV6	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green

<span style="background-color: yellow; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Little/No Knowledge
<span style="background-color: lightgreen; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Competent Knowledge
<span style="background-color: green; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Proficient Knowledge
<span style="background-color: darkgreen; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Expert Knowledge

## Appendix 2

### Audit Risk and Governance Committee

	Tier One Skills																				Tier two skills	
	Clinical/ Quality			Commercial (including sustainability)					Data, Digital and Technology			Governance, Finance, Risk Management & Strategy					People, Culture and Engagement					
	Quality, safety and regulation	Clinical Governance	Blood, Organ and/or Stem Cells	Supply Chain Management	Logistics	Manufacturing	Procurement/ Contract management	Sustainability	Digital strategy and governance/ Technology	Emergency Planning & Resilience	Cyber Security	Corporate Governance and Internal Audit	Financial performance/ Commercial acumen	Strategy development & implementation	Innovation / continuous improvement / value for money	Risk Management & Assurance Framework	Workforce & Organisational Development	Stakeholder engagement / partnership working	Equality, Diversity and Inclusion	Patient experience and consumer engagement	Estates / infrastructure	Research and Development
<b>Board Member</b>																						
<b>Non-executive directors (Voting Board Members)</b>																						
NED1																						
NED2																						
NED3																						
<b>Associate Non-executive directors (Non-Voting Board Members)</b>																						
ANED1																						
<b>Regular Executive Attendees</b>																						
ET1																						
ET2																						
ET3																						
ET4																						
ET5																						

	Little/No Knowledge
	Competent Knowledge
	Proficient Knowledge
	Expert Knowledge

The capabilities most closely aligned to the remit of the Audit, Risk and Governance Committee are shown in green text.

## Clinical Governance Committee

Board Member	Tier One Skills																				Tier two skills	
	Clinical/ Quality			Commercial (including sustainability)				Data, Digital and Technology			Governance, Finance, Risk Management & Strategy				People, Culture and Engagement							
	Quality, safety and regulation	Clinical Governance	Blood, Organ and/or Stem Cells	Supply Chain Management	Logistics	Manufacturing	Procurement/ Contract management	Sustainability	Digital strategy and governance/ Technology	Emergency Planning & Resilience	Cyber Security	Corporate Governance and Internal Audit	Financial performance/ Commercial acumen	Strategy development & implementation	Innovation / continuous improvement / value for money	Risk Management & Assurance Framework	Workforce & Organisational Development	Stakeholder engagement / partnership working	Equality, Diversity and Inclusion	Patient experience and consumer engagement	Estates / infrastructure	Research and Development
<b>Non-executive directors (Voting Members)</b>																						
NED1	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	
NED2	Green	Green	Green	Yellow	Green	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	
<b>Executive Directors (Voting Members)</b>																						
ETV1	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	
ETV2	Green	Green	Green	Yellow	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	
<b>Regular Attendees (Non-Voting Members)</b>																						
ET1	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	
ET2	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	
ET3	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	
ET4	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	

Yellow	Little/No Knowledge
Light Green	Competent Knowledge
Green	Proficient Knowledge
Dark Green	Expert Knowledge

The capabilities most closely aligned to the remit of the Clinical Governance Committee are shown in green text.



## People Committee

	Tier One Skills																		Tier two skills			
	Clinical/ Quality			Commercial (including sustainability)					Data, Digital and Technology			Governance, Finance, Risk Management & Strategy					People, Culture and Engagement					
	Quality, safety and regulation	Clinical Governance	Blood, Organ and/or Stem Cells	Supply Chain Management	Logistics	Manufacturing	Procurement/ Contract management	Sustainability	Digital strategy and governance/ Technology	Emergency Planning & Resilience	Cyber Security	Corporate Governance and Internal Audit	Financial performance/ Commercial acumen	Strategy development & implementation	Innovation / continuous improvement / value for money	Risk Management & Assurance Framework	Workforce & Organisational Development	Stakeholder engagement / partnership working	Equality, Diversity and Inclusion	Patient experience and consumer engagement	Estates / infrastructure	Research and Development
<b>Board Member</b>																						
<b>Chair and Non-executive directors (Voting Board Members)</b>																						
NED1																						
NED2																						
NED3																						
NED4																						
<b>Executive Regular Attendees</b>																						
ET1																						
ET2																						
ET3																						

	Little/No Knowledge
	Competent Knowledge
	Proficient Knowledge
	Expert Knowledge

The capabilities most closely aligned to the remit of the People Committee are shown in green text.

## Trust Fund Committee

Board Member	Tier One Skills																			Tier two skills	
	Clinical/ Quality			Commercial (including sustainability)					Data, Digital and Technology			Governance, Finance, Risk Management & Strategy					People, Culture and Engagement				
	Quality, safety and regulation	Clinical Governance	Blood, Organ and/or Stem Cells	Supply Chain Management	Logistics	Manufacturing	Procurement/ Contract management	Sustainability	Digital strategy and governance/ Technology	Emergency Planning & Resilience	Cyber Security	Corporate Governance and Internal Audit	Financial performance/ Commercial acumen	Strategy development & implementation	Innovation / continuous improvement / value for money	Risk Management & Assurance Framework	Workforce & Organisational Development	Stakeholder engagement / partnership working	Equality, Diversity and Inclusion	Patient experience and consumer engagement	Estates / infrastructure
<b>Non-executive directors (Voting Board Members)</b>																					
NED1																					
NED2																					
<b>Executive Directors (Voting Board Members)</b>																					
ET1																					
ET2																					

	Little/No Knowledge
	Competent Knowledge
	Proficient Knowledge
	Expert Knowledge

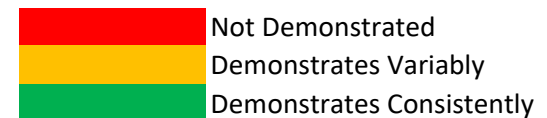
The capabilities most closely aligned to the remit of the Trust Fund Committee are shown in green text.

The Board membership shown assumes that the new Chief People Officer replaces the existing role holder moving forwards.

Appendix 3

NHSBT Board Personal Attributes

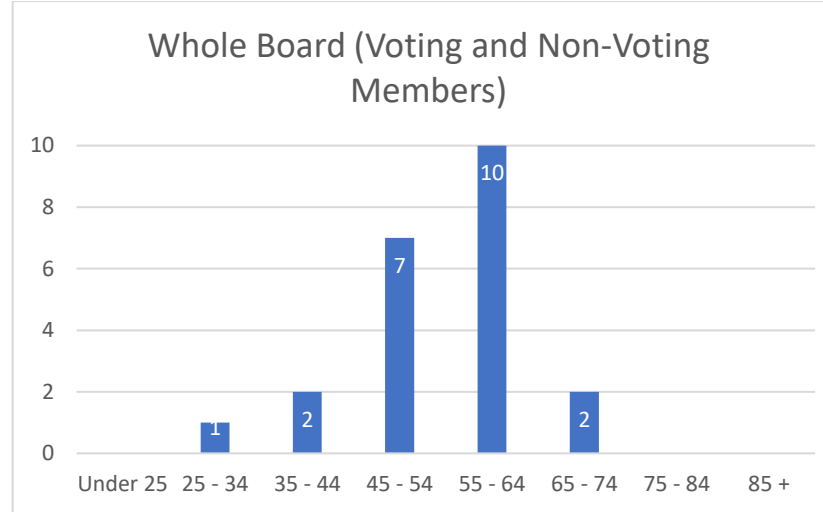
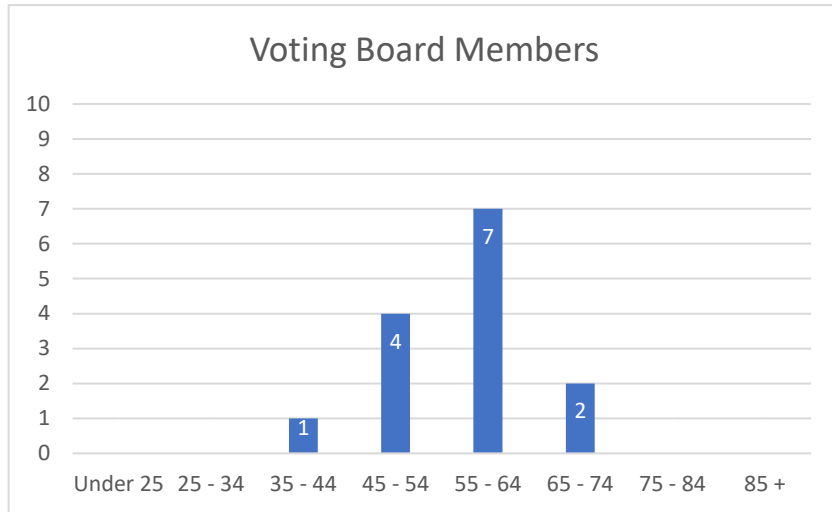
Board Member	Strong Leadership	Collaborative/ Team Player	Influencer and Negotiator	Judgement and Integrity	Effective Communicator	Interpersonal skills	Commitment to role
<b>Non-executive directors (Voting Board Members)</b>							
NED1	Green	Green	Green	Green	Green	Green	Green
NED2	Green	Yellow	Green	Green	Yellow	Green	Green
NED3	Green	Green	Green	Green	Green	Green	Green
NED4	Green	Green	Green	Green	Green	Green	Green
NED5	Green	Green	Yellow	Green	Green	Green	Green
NED6	Green	Green	Green	Green	Green	Green	Green
NED7	Green	Green	Green	Green	Green	Green	Green
NED8	Yellow	Green	Green	Yellow	Yellow	Green	Green
<b>Associate Non-executive directors (Non-Voting Board Members)</b>							
ANED1	Green	Green	Green	Green	Green	Green	Green
ANED2	Yellow	Green	Yellow	Green	Green	Green	Green
<b>Chief Executive and Executive Directors (Voting Board Members)</b>							
EDV1	Green	Green	Green	Green	Green	Green	Green
EDV2	Green	Green	Green	Green	Green	Green	Green
EDV3	Yellow	Green	Yellow	Green	Yellow	Green	Green
EDV4	Green	Green	Green	Green	Green	Green	Green
EDV5	Green	Green	Green	Green	Green	Green	Green
EDV6	Yellow	Green	Yellow	Green	Yellow	Green	Green
<b>Executive Directors (Non-Voting Board Members)</b>							
EDNV1	Green	Green	Green	Green	Green	Green	Green
EDNV2	Green	Green	Green	Green	Yellow	Yellow	Green
EDNV3	Green	Green	Yellow	Green	Yellow	Green	Green
EDNV4	Yellow	Yellow	Yellow	Green	Yellow	Green	Green
EDNV5	Green	Green	Yellow	Green	Yellow	Green	Green
EDNV6	Yellow	Green	Green	Green	Green	Green	Green



## Appendix 4

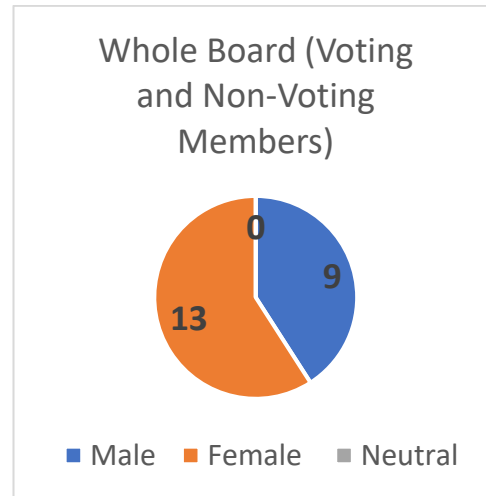
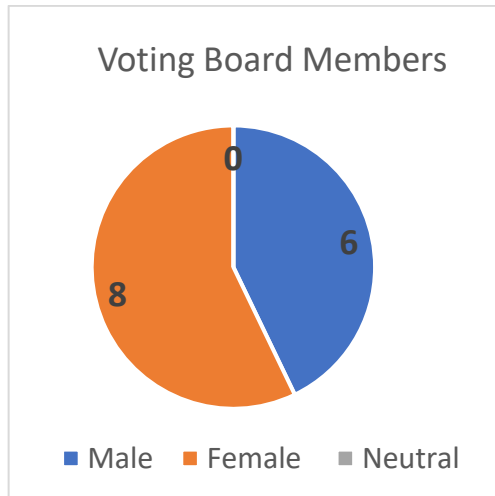
### NHSBT BOARD DIVERSITY PROFILE

#### AGE



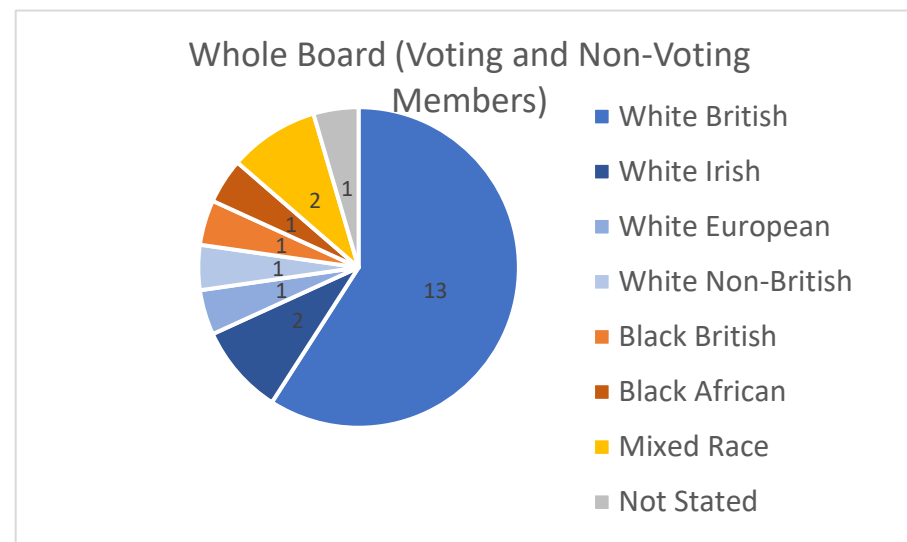
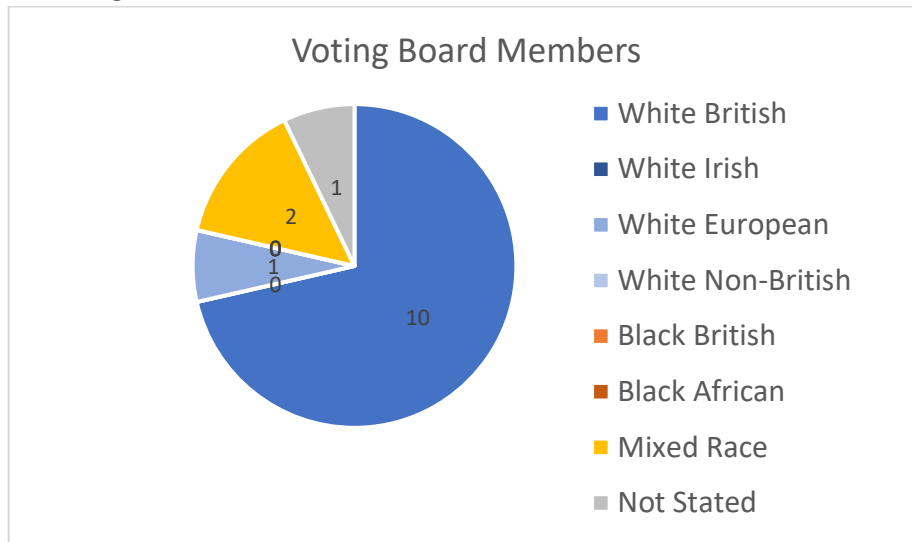
The inclusion of Associate NEDs and the wider Executive Team on the Board as non-voting members has widened the age diversity of the Board in terms of younger views.

#### GENDER



There is a healthy balance of male and female members on the Board. This is not changed by the inclusion of Associate NEDs and the wider Executive Team on the Board.

## ETHNICITY



The inclusion of Associate NEDs and the wider Executive Team on the Board as non-voting members has broadened the range of ethnicity within the Board, although of those stating their ethnicity 80% are white. The Board's engagement with the Group for Racial Equality (GRaCE) remains important in increasing awareness of the views from as wide a range of ethnic communities as possible.

## DISABILITY

Three Board Members have stated that they have a disability. These Board Members will be able to bring their own lived experience to discussions, however the Board's engagement with the Disability and Wellbeing Network (DAWN) also helps to ensure that the perspectives of staff with one or more disabilities are heard.

## SEXUAL ORIENTATION

There is no confirmed level of diversity on the Board related to sexual orientation. The Board's engagement with the LGBT+ Network is therefore important to ensure that perspectives from the LGBT+ community are considered.

## RELIGIOUS BELIEFS

The religious beliefs of Board members are generally aligned to Christianity and Catholicism, although five Board Members advise they have no religious beliefs or hold atheist views. Three Board Members have chosen not to confirm their views.