



## Checklist for professional development of 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 third in a series looking at different aspects of the lay member role.

### APPRAISALS

- ✓ During a lay member's annual appraisal, have you discussed their future aspirations?
- ✓ Have you discussed with the lay member whether there are any responsibilities they might like to add to their role, for example chairing another committee or board?
- ✓ Have you given the lay member an opportunity to gain 360 degree feedback on their performance? This can help frame personal development discussions forming part of the appraisal.
- ✓ Have you identified any skills gap the lay member has and discussed training to meet their needs?

### PROFESSIONAL DEVELOPMENT

- ✓ Does the lay member have personal development needs? Would this development benefit the CCG or the wider NHS?
- ✓ How does the CCG capture personal development needs and is a plan produced to meet these?
- ✓ How is personal development planning and progress monitored to ensure it happens?
- ✓ Have you ensured that the lay member is aware of the availability of any coaching and mentoring opportunities? These form a vital part of professional and personal development.
- ✓ Have you explored with the lay member any skills and/or experience they consider to be useful to share with colleagues, by way of mentoring? This can benefit both the lay member and other CCG members.
- ✓ Has your CCG given the lay member the opportunity to shadow provider non-executive directors and/or lay members in other organisations? This can help develop skills and also enable shared learning.



## CAREER DEVELOPMENT OPPORTUNITIES

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- ✓ Have you discussed whether the lay member would be interested in moving to another role, for example as a non-executive director in a provider, once their term is complete? This is important to ensure that the skills and knowledge gained by the lay member are not lost to the NHS after they leave their role.
- ✓ Have you ensured your lay member is linked into local networks for lay members to enhance mutual support, learning and development?

## PLANNING FOR THE FUTURE

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- ✓ Does your CCG keep information about each lay member, including: length of term, which term they are in, the number of days they are required to work, their pay, committee attendance/chairing and any portfolio responsibilities?
- ✓ Has your CCG carried out continuity planning? This is important in part to ensure that lay members are not all finishing their appointments at the same time.
- ✓ Have you planned for overlap between lay members, to enable the incoming lay member to benefit from a comprehensive induction from the outgoing lay member?

## ADDITIONAL RESOURCES

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- **NHSCC checklist on CCG lay member recruitment**  
[www.nhsc.org/policy-briefing/lay-recruitment/](http://www.nhsc.org/policy-briefing/lay-recruitment/)
- **NHSCC checklist on CCG lay member induction and training**  
[www.nhsc.org/policy-briefing/lay-induction-training/](http://www.nhsc.org/policy-briefing/lay-induction-training/)
- **HFMA Chair, Non-Executive Director and Lay Member Faculty**  
[www.hfma.org.uk/our-networks/faculties](http://www.hfma.org.uk/our-networks/faculties)  
(click on the 'Chair, Non Executive Director and Lay Member Faculty' link)
- **Sign up for alerts from NHS Improvement with NED appointment opportunities**  
[improvement.nhs.uk/resources/non-executive-appointments/](http://improvement.nhs.uk/resources/non-executive-appointments/)