

**Designate Independent Non-  
Executive Members**

**For proposed Herefordshire &  
Worcestershire Integrated Care  
Board**

**Applicant information pack**

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**We value and promote diversity and are committed to equality of opportunity for all. We believe that the best boards are those that reflect the communities they serve.**

**We prioritise Equality, Diversity and Inclusion, team health and wellbeing and the principles of kind leadership in our 'ways of working'. All postholders will have a key role in nurturing this culture.**

**Appointment will be made on merit after a fair and open process so that the best people, from the widest possible pool of applicants, are appointed.**

## 1. The opportunity

Integrated care systems (ICSs) are partnerships of health and care organisations, local government, and the voluntary sector. They exist to improve population health, tackle health inequalities, enhance productivity and help the NHS support broader social and economic development. They will take on statutory form following the implementation of proposed legislation from April 2022 and will comprise an Integrated Care Board (ICB) and Integrated Care Partnership. The Integrated Care Board will take on the CCGs' functions and broader strategic responsibility for overseeing healthcare strategies for the system. We are looking for candidates who will work with the designate chair of the ICB, and, subject to legislation, support the establishment of the system's new statutory arrangements as a designate non-executive member of the ICB.

Herefordshire and Worcestershire ICB is recruiting to 3 independent Non-Executive Director roles, two of which are mandated\*

- One will chair the Audit Committee\* and have an excellent working knowledge of Audit Committee practices and risk management frameworks. They will also be the ICB Conflicts of interest Guardian.
- One will chair the Appointments and Remuneration Committee\* which is accountable to the ICB on matters relating to corporate and people matters including appointments, remuneration, fees and other allowances for employees and other individuals who provide services to the ICB.
- One will chair a committee which is accountable to the ICB on a wide range of population engagement and communication activities, including providing leadership on driving improvement in equality of health and wellbeing outcomes for the population and the ICBs corporate and social responsibility work.

Depending on the skills, experience and competencies of the applicants, we will also require one of the Non-Executive Directors to take responsibility for:

- Driving improvements in equality, diversity and inclusion in the ICB and working with partner organisations to drive improvement across the workforce of Herefordshire and Worcestershire
- Whistle blowing and will be the Freedom to Speak up Guardian.

The ICS needs diverse, inclusive and compassionate leaders who not only reflect the community they serve and the staff employed, but have the leadership style and breadth of perspective to make good collective decisions.

There is emphatic evidence that diverse boards make the best decisions. We want to increase the diversity of NHS board teams. In non-executive roles nationally, it is known that women, people from the local Black Asian and Minority Ethnic communities, LGBT communities, younger people and those with lived experience of disability are all under-represented. We want to change this and positively welcome applications from individuals who have lived experience.

We are really interested in receiving applications from people with different backgrounds, skills and experience.

## 2. About us

Organisations in the Herefordshire and Worcestershire ICS footprint serve a local population of 800,000 people, spread across a huge geographical area made up of urban and sparsely populated rural areas. We also provide services to approximately 40,000 people in mid Wales. Consisting of a single CCG, three NHS Trusts, Seven Local Authorities, 15 Primary Care Networks, 80 GP Practices, 123 community pharmacies, 96 dentists and 64 optometrists.

Health and social care statutory organisations employ in excess of 20,000 people. In addition, there are more than 30,000 staff working in domiciliary care or in care homes.

You can read more about our system and our work in our [ICB NED Recruitment pack](#) or on our webpage, <https://herefordshireandworcestershireccg.nhs.uk/ics>

## 3. Role priorities and accountabilities

**Please note: the following role description is dependent on legislation. Appointees will be taken on in the first instance as designate independent non-executive member(s) of the anticipated NHS ICB.**

**Final appointment to the role of independent non-executive member of the ICB, as described below, would be dependent on the passage of the Health and Care Bill, and any potential amendments made to that Bill.**

### Priorities

The independent non-executive members will:

- Work collaboratively to shape the long-term, viable plan for the delivery of the functions, duties and objectives of the ICB and for the stewardship of public money.
- Ensure that the Board is effective in all aspects of its role and appropriately focused on the four core purposes, to: improve outcomes in population health and healthcare; tackle inequalities in outcomes, experience and access; enhance productivity and value for money and help the NHS support broader social and economic development.
- Be champions of new governance arrangements (including with the ICP), collaborative leadership and effective partnership working, including with local government, NHS bodies and the voluntary sector.
- Support the Chair and the wider Board on issues that impact organisations and workforce across the ICS, such as integration, the People agenda, Digital transformation, Emergency Preparedness, Resilience and Response (EPRR) and Covid-19 challenges.
- Play a key role in establishing new statutory arrangements for the ICS to ensure that the ICB meets its statutory duties, building strong partnerships and governance arrangements with system partners, including the ability to take on commissioning functions from CCGs and NHS England.

### Accountabilities

The independent non-executive members:

- Are accountable to the ICB Chair.
- Have designated areas of responsibilities as agreed with the ICB Chair.

- Have a collective responsibility with the other members of the ICB to ensure corporate accountability for the performance of the organisation, ensuring its functions are effectively and efficiently discharged and its financial obligations are met.

## 4. Role responsibilities and competencies

You will work alongside the Chair, other non-executives, executive directors and partner members and as equal members of a unitary board. You will be responsible for specific areas relating to board governance and oversight:

- Bringing independent and respectful challenge to the plans, aims and priorities of the ICB;
- Promoting open and transparent decision-making that facilitates consensus aimed to deliver exceptional outcomes for the population.

Personally, you will bring a range of professional expertise as well as community understanding and experience to the work of the Board. We see a need to add diversity to our leadership team and are interested in your lived experience and the personal motivations that will add invaluable personal insights from your perspective as a patient, carer or service user; experience of gender and women's issues; engaging with diverse social, economic and cultural groups and communities; experiences and challenges of younger people; and those with lived experience of mental health issues and/or living with physical chronic conditions or disability.

As an NHS leader, you will demonstrate a range of leadership competencies outlined below. Corporately, as members of a unitary board, you will contribute to a wide range of areas, including:

### Strategy and transformation

- Setting the vision, strategy and clear objectives for the ICB in delivering on the four core purposes of the ICS, the triple aim of improved population health, quality of care and cost-control.
- Aligning partners in transforming the Long Term Plan and the People Plan into real progress

### Partnerships and communities

- Promoting dialogue and consensus with local government and broader partners, to ensure effective joint planning and delivery for system working and mutual accountability.
- Supporting the establishment of the ICP, developing strong relationships between the ICB Board and the ICP.
- Supporting the success of the ICP in establishing shared strategic priorities within the NHS, in partnership with local government, to tackle population health challenges and enhance services across health and social care.

### Social justice and health equalities

- Advocating diversity, health equality and social justice to close the gap on health inequalities and achieve the service changes that are needed to improve population health.
- Ensuring the ICB is responsive to people and communities and that public, patient and carer voices are embedded in all of the ICB's plans and activities.

- Promoting the values of the NHS Constitution and modelling the behaviours embodied in Our People Promise and forthcoming Leadership Way to ensure a collaborative, inclusive and productive approach across the system.

### Sustainable outcomes

- Oversight of purposeful arrangements for effective leadership of clinical and professional care throughout the ICB and the ICS.
- Fostering a culture of research, innovation, learning and continuous improvement to support the delivery of high quality services for all.
- Ensuring the NHS plays its part in social and economic development and achieving environmental sustainability, including the Carbon Net Zero commitment.

### Governance and assurance

- Collectively ensuring that the ICB is compliant with its constitution and contractual obligations, holding other members of the ICB and the ICS to account through constructive, independent and respectful challenge.
- Maintaining oversight of the delivery of ICB plans, ensuring expected outcomes are delivered in a timely manner through the proportionate management of risks.
- Ensuring that the ICB operates to deliver its functions in line with all of its statutory duties, and that compliance with the expected standards of the regulatory bodies is maintained.

### People and culture

- Supporting the development of other board members to maximise their contribution.
- Providing visible leadership in developing a healthy and inclusive culture for the organisation, which promotes diversity, encourages and enables system working and which is reflected and modelled in their own and the Board's behaviour and decision-making.
- Ensuring the Board acts in accordance with the highest ethical standards of public service and that any conflicts are appropriately resolved.

In addition to the general role responsibilities and competencies for all three NEDs there are role descriptions in Annex 1

## 5. Designate ICB independent member: person specification

Competency	Knowledge, Experience and Skills required
Setting strategy and delivering long-term transformation	<ul style="list-style-type: none"><li>• Knowledge of health, care, local government landscape and/ or the voluntary sector</li><li>• A capacity to thrive in a complex and politically charged environment of change and uncertainty</li><li>• Experience leading change at a senior level to bring together disparate stakeholder interests</li></ul>

<p><b>Building trusted relationships with partners and communities</b></p>	<ul style="list-style-type: none"> <li>• An understanding of different sectors, groups, networks and the needs of diverse populations</li> <li>• Exceptional communication skills and comfortable presenting in a variety of contexts</li> <li>• Highly developed interpersonal and influencing skills, able to lead in a creative environment which enables people to thrive and collaborate</li> <li>• Experience working collaboratively across agency and professional boundaries</li> </ul>
<p><b>Leading for Social Justice and health equality</b></p>	<ul style="list-style-type: none"> <li>• An awareness and appreciation of social justice and how it might apply within an ICS</li> <li>• Record of promoting equality, diversity and inclusion in leadership roles</li> <li>• Life experience and personal motivation that will add valuable personal insights</li> </ul>
<p><b>Driving high quality, sustainable outcomes</b></p>	<ul style="list-style-type: none"> <li>• Problem solving skills and the ability to identify issues and areas of risk, leading stakeholders to effective resolutions and decisions</li> </ul>
<p><b>Providing robust governance and assurance</b></p>	<ul style="list-style-type: none"> <li>• An understanding of good corporate governance</li> <li>• Ability to remain neutral to provide independent and unbiased leadership with a high degree of personal integrity</li> <li>• Experience contributing effectively in complex professional meetings at a very senior level</li> </ul>
<p><b>Creating a compassionate and inclusive culture for our people</b></p>	<ul style="list-style-type: none"> <li>• Models respect and a compassionate and inclusive leadership style with a demonstrable commitment to equality, diversity and inclusion in respect of boards, patients and staff</li> <li>• Creates and lives the values of openness and transparency embodied by the <a href="#">principles-of-public-life</a> and in <a href="#">Our People Promise</a></li> </ul>

### Additional person specification requirements for Chair of the Audit Committee

You will:

- Be a qualified accountant with CCAB registration
- Have recent, relevant finance experience in a large and complex organisation, preferably in a public sector setting
- Have experience operating at senior or board level
- Have an excellent working knowledge of audit committee practices and risk management frameworks
- Demonstrate independent and proactive leadership with confidence and integrity
- Champion open, frank and disciplined discussion and be prepared to ask the difficult questions

### Additional person specification requirements for Chair of the Appointments and Remuneration Committee

You will:

- Demonstrate independent and proactive leadership with confidence and integrity

- Bring expertise of workforce development, people practices and / or leading organisational and cultural change
- Champion open, frank and disciplined discussion and be prepared to ask the difficult questions

## 6. Eligibility

You will be able to demonstrate that you meet the requirements of the fit and proper person test and that you have no substantial conflicts of interests that would interfere with your ability to be independent and offer an impartial perspective.

The successful applicants will not have an ongoing leadership role (hold positions or offices) at an organisation within the same ICS footprint. You will need to stand down from such a role if appointed to the ICB independent non-executive member role.

Elected officials including MPs and members of councils are excluded from the ICB independent non-executive member role.

Applicants should have strong connections with the ICS area, Herefordshire and Worcestershire, whether this is as a resident now, or in the past or through professional or family connections.

Given the significant public profile and responsibility members of NHS boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. We will undertake a number of specific background checks to ensure that those we appoint are “fit and proper” people to hold these important roles. More information can be found on our [website](#).

Applications will be assessed on merit, as part of a fair and open process, from the widest possible pool of candidates. The information provided by applicants will be relied on to assess whether sufficient personal responsibility and competence have been demonstrated in previous/other roles, to satisfy the experience, skills and values being sought.

**We value and promote diversity and are committed to equality of opportunity for all. We believe that the best boards are those that reflect the communities they serve.**

- 50% of the working age population and 77% of the NHS workforce are women
- 14% of the working age population and 23% of the NHS workforce are from ethnic minorities
- 16% of working age population and 5% of the NHS workforce are disabled
- 2% of the population over 16 and 3% of the NHS workforce identify as LGBT
- 82% of working age adults and 79% of the NHS workforce are under 55

**We want to increase the diversity of our NHS leadership and encourage applications from groups we know are all under-represented in these important roles. We prioritise Equality, Diversity and Inclusion, team health and wellbeing and the principles of kind leadership in our 'ways of working'. The successful applicants will have a key role in nurturing this culture.**

## 7. Terms of appointment

This section may be subject to change due to development of the legislation.



- The remuneration: Competitive with other NHS non-executive roles.
- Initial term of appointment is as designate ICB independent non-executive member until the establishment of the ICB. The subsequent term of office as ICB independent non-executive member would be confirmed if and when the legislation is in place and would be in accordance with the provisions of the constitution of the ICB, which is under development and subject to change. At the time of advert these are 2 years for the NED with responsibility for Audit, 2 years for the NED with responsibility for Appointments and Remuneration and 3 years for the NED for Health inequalities, engagement and corporate/social responsibility.
- You will have considerable flexibility to decide how you manage the time needed to undertake this role. On average, it will require a minimum 4 days a month, including preparation time, the occasional evening engagement and events designed to support your continuous development. Wednesday is the day when most formal meetings will be held.
- Full board meetings of the ICB will be held in public in various accessible locations across Herefordshire and Worcestershire. Sub committees, forums and programme boards that Non-Executives will be required to attend will typically be held virtually on Microsoft Teams. Computer equipment to enable on-line engagement will be provided.
- All NHS board members are required to comply with the [Nolan Principles of Public Life](#) and meet the [Fit and Proper Persons requirements](#).

## 8. More information

- [Support in preparing your application](#)
- [View all current chair and non-executive vacancies](#)
- [Sign up to receive email alerts on the latest vacancies](#)

*NHS England / NHS Improvement respects your privacy and is committed to protecting your personal data. We will only use personal data where we have your consent or where we need to comply with a legal or statutory obligation. It is important that you read [this information](#) together with our [privacy notice](#) so that you are fully aware of how and why we are using your data.*

## 9. Making an application

For an informal conversation about the role please contact Nicki Allen ([Nicola.allen10@nhs.net](mailto:Nicola.allen10@nhs.net) or 01905 681999) who will be able to arrange a discussion for you with the ICB Chief Executive and/or Chair.

If you wish to obtain any information on the ICB, or Herefordshire and Worcestershire ICS more generally, in order to complete your application form then please contact Caroline Vertigen [caroline.vertigen1@nhs.net](mailto:caroline.vertigen1@nhs.net) or 01905 681999 who will be able to put you in contact with members of the ICS Development Team.

For more information about the recruitment process itself, please contact Helene Usherwood [Helene@andersonquigley.com](mailto:Helene@andersonquigley.com) who can provide you with further details.

If you wish to be considered for one of the ICB designate independent non-executive member roles [apply online before the closing date of 3rd January 2022 at 00:00](#).

To apply online you will need the following information:

- You may apply for more than one role if you meet the criteria, but **please state which role or roles you are applying for in the supporting statement**, including why your skills and experience meets the needs of the role (NED with responsibility for Audit, NED with responsibility for Appointments and Remuneration and NED for Health inequalities, engagement and corporate/social responsibility).
- A CV that includes your address and preferred contact details, highlighting and explaining any gaps in your employment history
- A supporting statement that highlights your skills and experience and allows insights on your values and motivations for applying for the role. You should outline your personal responsibility and achievement within previous roles that demonstrates you have the knowledge, skills and competencies to deliver this role, as outlined in the person specification
- The names, positions, organisations and contact details for two referees. Your referees should be individuals in a management capacity (or senior stakeholders), and cover your most recent relevant roles, any regulated health or social care activity or where roles involved children or vulnerable adults.
- References may be taken prior to interview and may be shared with the selection panel
- Complete a diversity monitoring form and answer some questions about criteria that may disqualify you from appointment.
- A completed self-declaration form confirming that you do not meet any of the criteria that would disqualify you from appointment.
- Tell us about any dates when you will not be available for the selection process

**Preliminary Selection:** information provided by applicants will be relied on to assess whether sufficient personal responsibility, competence or lived experience has been demonstrated in previous/other roles, to satisfy the experience, skills and values outlined in the person specification. Long-listed applicants may be invited for an informal preliminary discussion to clarify any points from their application.

**Shortlisting:** a selection panel will use the information provided by the applicants and feedback from any preliminary discussions to agree which applicants to invite to interview. Assessment will be based on merit against the competencies experience, skills and values outlined in the person specification.

**Interviews:** applicants will be invited to make a 5-minute presentation to help the selection panel draw out the competencies, experience, skills and values outlined in the person specification. The topic will be provided a week before the interview panel. The presentation will be followed by a formal interview of 45 mins with open questions from the selection panel.

**Interviews will take place between the 10<sup>th</sup> and 14<sup>th</sup> of January 2022**

**Appointment:** Selection panels will be asked to identify appointable candidates based on merit against the competencies experience, skills and values outlined in the person specification. The preferred candidate will be referred to NHS England and Improvement Regional Team for approval before final appointment by the inaugural meetings of the relevant ICB.

**Successful candidates need to be available to start from the 1<sup>st</sup> of February 2022**

## Annex 1

### Chair of the Audit Committee – model role description

This committee is accountable to the Board and provides an independent and objective view of the ICB's compliance with its statutory responsibilities. The committee is responsible for arranging appropriate internal and external audit.

The role of the audit committee is to seek assurance that financial reporting and internal control principles are applied, and to maintain an appropriate relationship with the auditors, both internal and external. The audit committee provides advice to the board about the reliability and robustness of internal control processes. This includes the power to review the work of any other committee, including in relation to quality, and to provide assurance to the board with regard to internal controls.

Audit committee chairs share the roles and responsibilities of the other non-executive members and in addition have responsibilities to:

- Provide leadership and vision to the audit committee to ensure that it is effective in its role and that robust internal control systems are in place and operating effectively;
- Bring independent financial acumen to the work of the audit committee across its governance, risk management, assurance and internal control functions;
- Ensure the committee identifies key risks in implementing its strategy; determine its approach and attitude to providing effective oversight of those risks and ensure there are prudent controls to assist in managing risk;
- Set an integrated agenda relevant to the current operating environment, taking full account of the important strategic issues it faces and aligning with the annual planner for the board and other committees
- Build and maintain relationships with key audit committee stakeholders, such as the board chair, the chief executive, finance director and internal and external auditors, including regular meetings with each as part of the process of developing the agenda and preparing for each committee meeting;
- Lead and support a constructive dynamic within the committee, enabling grounded debate with contributions from all, ensuring the committee sees itself as a team, has the right balance and diversity of skills, knowledge and perspectives, and the confidence to challenge on all aspects of the agenda
- Guard the committee's independence as a source of assurance to the board and lead the committee in establishing effective and ethical decision-making processes;
- Ensure that the committee receives accurate, high quality, timely and clear information, that the related assurance systems are fit for purpose and that there is a good flow of information between the committee, the board and senior management;
- Ensure safeguards are in place to allow staff and other individuals, where relevant, to raise, in confidence, concerns about possible improprieties in matters of financial reporting and control, clinical quality, patient safety or other matters. These processes should also reassure individuals raising concerns that they will be protected from potential negative repercussions.
- Develop a committee that is genuinely connected to and assured about staff and patient experience, as demonstrated by appropriate feedback and other measures; and
- Oversee the professional development of the members and ensuring that they have the right information to perform their roles.

- Report on work undertaken by the sub-committee to the ICB.

The Audit Committee Chair will also be appointed as the Conflicts of Interest Guardian. In collaboration with the ICB's governance lead, their role is to:

- Act as a conduit for members of the public and members of the partnership who have any concerns with regards to conflicts of interest;
- Be a safe point of contact for employees or workers to raise any concerns in relation to conflicts of interest;
- Support the rigorous application of conflict of interest principles and policies;
- Provide independent advice and judgment to staff and members where there is any doubt about how to apply conflicts of interest policies and principles in an individual situation;
- Provide advice on minimising the risks of conflicts of interest.

### **Chair of the Appointments and Remuneration Committee – model role description**

This committee is accountable to the ICB on matters relating to corporate and people including appointments, remuneration, fees and other allowances for employees and other individuals who provide services to the ICB.

The Appointments and Remuneration Committee Chair shares the roles and responsibilities of the other non-executive members and in addition has responsibilities to:

- Provide leadership and vision to the appointments and remuneration committee to ensure that it is effective in its role and that robust internal control systems are in place and operating;
- Lead and support a constructive dynamic within the committee, enabling grounded debate with contributions from all, ensuring the committee sees itself as a team, has the right balance and diversity of skills, knowledge and perspectives, and the confidence to challenge on all aspects of the agenda
- Guard the committee's independence as a source of assurance to the board and leading the committee in establishing effective and ethical decision-making processes;
- Ensure that the committee receives accurate, high quality, timely and clear information, that the related assurance systems are fit for purpose and that there is a good flow of information between the committee, the board and senior management;
- Develop a committee that is genuinely connected to and assured about staff and patient experience, as demonstrated by appropriate feedback and other measures; and
- Oversee the professional development of the members and ensuring that they have the right information to perform their roles.
- Report on work undertaken by the sub-committee to the ICB.

### **Non Executive Director for Health inequalities, engagement and corporate/social responsibility – role description.**

The Non-Executive Director shares the roles and responsibilities of the other non-executive members and in addition has responsibilities to:

- Provide leadership and vision to the committee to ensure that it is effective in its role and that robust internal control systems are in place and operating effectively
- Lead and support a constructive dynamic within the committee, enabling grounded debate with contributions from all, ensuring the committee sees itself as a team, has the right balance and diversity of skills, knowledge and perspectives, and the confidence to challenge on all aspects of the agenda
- Ensure that the committee receives accurate, high quality, timely and clear information, that the related assurance systems are fit for purpose and that there is a good flow of information between the committee, the board and senior management;
- Develop a committee that is genuinely connected to and assured about staff and patient experience, as demonstrated by appropriate feedback and other measures; and
- Oversee the professional development of the members and ensuring that they have the right information to perform their roles.
- Provide leadership and expert support to the executive team and ICB staff on patient and public involvement.
- Support ICB executives and teams and hold them to account for ensuring that delivery of services and projects always focus on reducing health inequalities.
- Champion the ICBs work on corporate/social responsibility, developing the concept of Anchor Institutions and supporting the Green Agenda across the whole system.
- Report on work undertaken by the sub-committee to the ICB.