

**Independent Non-Executive
Member**

**For Herefordshire &
Worcestershire Integrated Care
Board**

Applicant information pack

Welcome from Crishni Waring, ICB Designate Chair

Thank you for taking the time to look into this role. NHS Herefordshire and Worcestershire ICB will be formally established on 1 July 2022 and members of the Board will be pivotal in ensuring success of the new organisation. We feel that we are making some real progress in Herefordshire and Worcestershire and are looking to expand our Board to make sure that we are equipping ourselves with the right blend of skills and experience to continue our improvement journey. Partners here have really embraced the system working concept and we have got some fantastic relationships and a real sense of collaboration and teamwork across the system. Working together to achieve common goals for our population is at the heart of our operating model.

It is an exciting time to be part of this system and we want to use the creation of the Integrated Care Board to help us in taking the next steps. The members of our Board are crucial to that, and we are looking for an individual who is passionate about quality improvement, system working and tackling health inequalities with an obvious ability to think laterally and creatively to help us solve more of our challenges.

I'd be delighted to have a further conversation with you and thank you once again for considering this opportunity. We are building something here that is going to really help our health and care system and to support our local population to get better health outcomes. It is a really exciting time to be joining us.



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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

Herefordshire and Worcestershire ICB are recruiting to the following independent Non-Executive Member:

- Independent Non-Executive Member of the ICB and Chair of the Quality, Resource and Delivery Committee.

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 from 1 July 2022 and will comprise an Integrated Care Board (ICB) and Integrated Care Partnership (ICP). 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 a candidate who will become an independent board member of this new organisation.

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 NEM Information pack](#) or on our webpage, <https://herefordshireandworcestershireccg.nhs.uk/ics>

3. Role priorities and accountabilities

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.

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

Additional person specification requirements for Chair of the Quality, Resource and Delivery Committee

You will:

- Demonstrate independent and proactive leadership with confidence and integrity
- Bring the capability and skills to provide independent oversight of key areas of strategic assurance, specifically in relation to quality, resources and delivery
- Champion open, frank and disciplined discussion and be prepared to ask the difficult questions
- Have experience operating as an independent or Non-Executive Board Member
- Demonstrate independent and proactive leadership with confidence and integrity
- Demonstrate your ability to be accountable, proportionate and fair in your decision making

Please be aware that:

- NHS experience is not essential for this role however would be an advantage to those candidates who can demonstrate appropriate experience.

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 applicant 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 [the NHS England 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 applicant 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.
- The term of appointment is 3 years initially.
- 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.
- Availability on Wednesdays is essential.
- All NHS board members are required to comply with the [Nolan Principles of Public Life](#) and meet the [Fit and Proper Persons requirements](#).

8. Making an application

For an informal conversation about the role and more information about the recruitment process itself, please contact Helene Usherwood Helene@andersonquigley.com who can provide you with further details.

If you wish to be considered for the ICB designate independent non-executive member role [apply online before the closing date of Sunday 10th July 2022 at 23:59](#). Reference number: AQ1511.

To apply online you will need the following information:

- an up to date 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 line management capacity (or senior stakeholders), and cover your most recent roles and employer, and any regulated health or social care activity

Referees will not be approached until the final stages and not without prior permission from candidates.

- Please download and complete a Fit and Proper Person Declaration Form [here](#) and return by email to welcome@andersonquigley.com.
- As part of your application, please complete an online [Equal Opportunity Monitoring Form](#).
- Your CV and statement should be uploaded via the Anderson Quigley website – www.andersonquigley.com/candidates using **reference number AQ1511**.

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: applications will be invited to attend an online stakeholder event members of the local system. Following this, applicants will be invited to a formal panel interview. There they will 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.

Stakeholder panels will be taking place on Wednesday 20th July 2022, with the main interview panel on Friday 22nd July 2022.

Appointment: Selection panels will be asked to identify an appointable candidate 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 01st September 2022.