



Independent Non-Executive Director Candidate Information Pack

July 2023



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

We particularly welcome applications from women, people from the local black and minority ethnic communities, and disabled people who we know are under-represented in chair and non-executive roles.

Our recruitment processes are conducted in accordance with the Code of Governance to ensure that they are made on merit after a fair and open process so that the best people, from the widest possible pool of candidates, are appointed.

About us

NHS Cheshire and Merseyside Integrated Care Board (ICB) is an NHS organisation serving a population of over 2.5 million people across nine “places” (Boroughs including local Authorities), 17 NHS provider organisations, 51 Primary Care Networks (PCNs), North West Ambulance service and third sector and voluntary organisations serving our area.

Cheshire and Merseyside is the third largest Integrated Care System (ICS) in the country, and deals with twice as many organisations as the next largest ICS.

Our board

Our Board of directors provides strategic leadership to the ICB. Chaired by Raj Rain, it includes our Chief Executive Officer, Graham Urwin, and other members of the Executive Team. There are currently four non-executive directors on the Board and six partner members.

Further information on our leadership team can be found on our [website](#).

Our Purpose, Vision, Mission and Aims

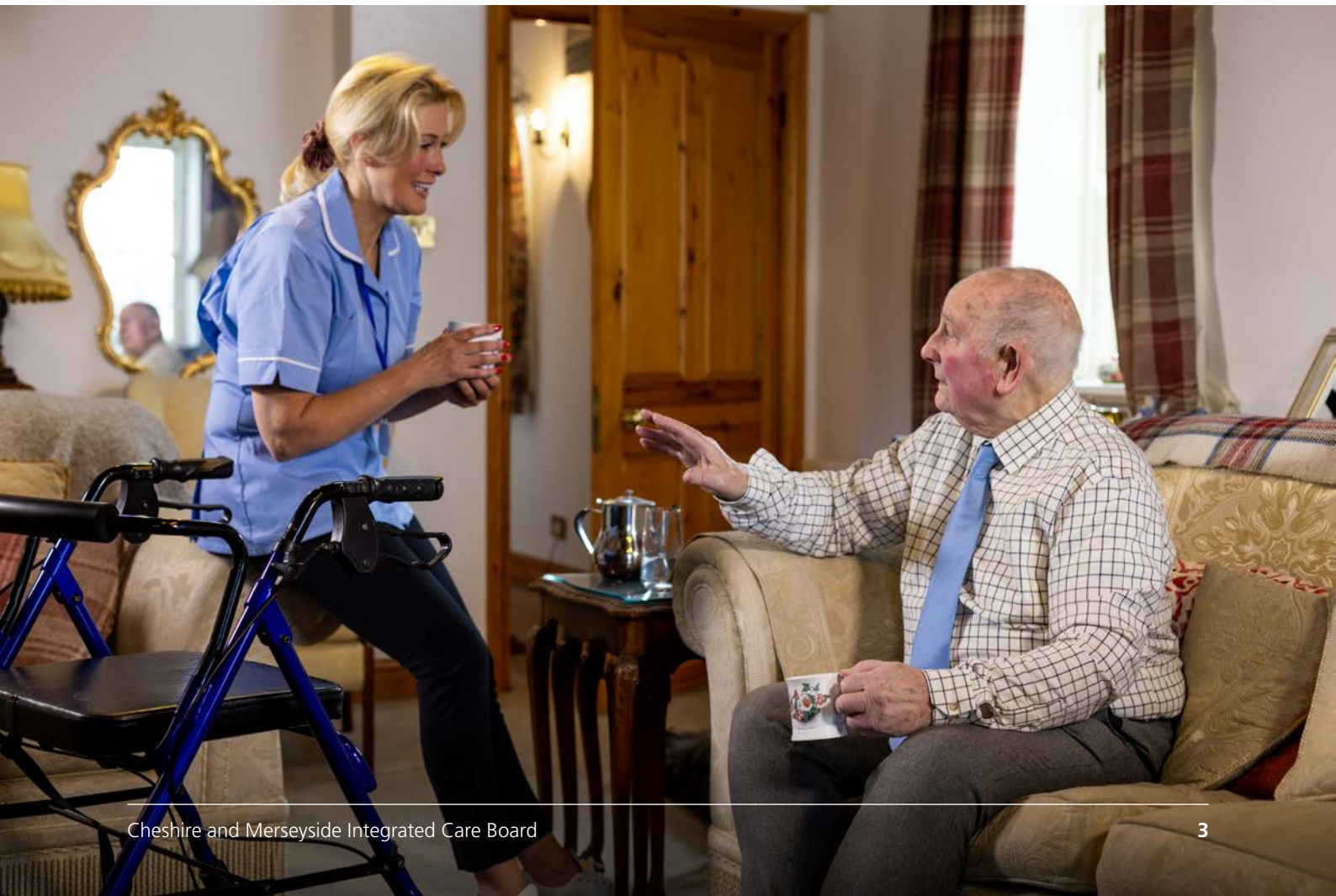
Our core purpose is to lead integration within the NHS, bringing together all those involved in planning and providing NHS services to take a collaborative approach to agreeing and delivering ambitions to improve the health of our population.

Our Vision is that we want everyone in Cheshire and Merseyside to have a great start in life and get the support they need to stay healthy and live longer.

Our mission is to tackle health inequalities and improve the lives of our poorest fastest. We believe we can do this best by working in partnership.

Our aims are to:

- improve outcomes in population health and healthcare
- tackle inequalities in outcomes, experience and access
- enhance productivity and value for money
- help the NHS support broader social and economic development



About ICBs and ICSs

NHS Cheshire and Merseyside operates as part of a wider Integrated Care System (ICS).

The Health and Care Act 2022 established Integrated Care Systems from 1 July 2022 on a statutory footing as partnerships that bring providers and commissioners of NHS services across a geographical area together with local authorities and other local partners to collectively plan health and care services to meet the needs of their local population.

Core purpose of Integrated Care Systems:



Cheshire and Merseyside's Integrated Care System comprises of:

- **NHS Cheshire and Merseyside:** an Integrated Care Board – bringing the NHS together locally to improve population health and care.
- **Cheshire and Merseyside Health and Care Partnership:** an Integrated Care Partnership – a broad alliance of organisations and representatives concerned with improving the care, health and wellbeing of the population, jointly convened by local authorities and the NHS.

It includes nine constituent Place-based partnerships covering Cheshire East, Cheshire West, Halton, Knowsley, Liverpool, Sefton, St Helens, Warrington, and Wirral.

These partnerships between the NHS, local councils and voluntary organisations, residents, people who access service and their carers and families, lead the detailed design and delivery of integrated services within their Places.

There are also two wider provider collaboratives – groups of NHS providers working together with clinical networks and alliances and other partners to secure the benefits of working at scale. These are:

- Cheshire and Merseyside Acute and Specialist Trusts Provider Collaborative (CMAST) with an immediate focus on the coordination of an effective provider response to current system and NHS priorities. In the medium and longer-term focus will shift to developing an overview of existing services, locations and pathways to ensure they are patient-centred, productive, streamlined and of high quality.
- Cheshire and Merseyside Mental Health, Learning Disability and Community Provider Collaborative, working at Place in partnership with local communities and all partners to commission and provide a population health focused approach to delivering connected mental health, learning disability and community services.



The Opportunity

Overview

We are looking for an individual to become a non-executive director on our Board who has expertise in or who can demonstrate considerable experience of leading on population health and/or the reduction of health inequalities.

You will join the Board of NHS Cheshire and Merseyside and work with Non-Executive, partner members and executive colleagues as an equal member of the board, drawing on your professional and personal experience to provide creative and innovative contributions to the Board through independent oversight and constructive challenge and support.

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

The Integrated Care System has been working as a Marmot Community since 2019 and NHS Cheshire and Merseyside has a firm commitment to reducing health inequalities.

To support this ambition the Board would like to bolster the Non-Executive expertise of the Board in this area. Working alongside the Chair and the ICBs Director of Population Health, the individual will:

- provide insight to the Board regarding health inequalities and population health
- seek assurance from the ICB Executive Team to ensure that the system plans are robust and innovative.
- represent the system in this agenda in range of settings including Board and Committees, regulation activity, external meetings, and engagement events.
- support the system to develop this agenda further and be a recognised as a leader in population health and the reduction of health inequalities.

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 of the ICB 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 a champion of new governance arrangements (including the ICP), collaborative leadership and effective partnership working with local government, NHS bodies and the voluntary sector.

Accountabilities

The independent non-executive members:

- are accountable to the Chair of the ICB and ICB Board.
- have a collective responsibility with the other members of the ICB Board to ensure corporate accountability for the performance of the organisation, ensuring its functions are effectively and efficiently discharged and its financial obligations are met.
- support the Chair and the wider Board with strong leadership on issues that impact upon organisations and workforce across the ICS, including integration, the People agenda, Digital transformation, Emergency Preparedness, Resilience and Response (EPRR) and Covid-19 challenges.
- play a key role in establishing the anticipated new statutory arrangements for the ICS ensuring 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.

Responsibilities & competencies

Strategy and transformation

- As a member of the ICB Board, contributes to setting the vision, strategy and clear objectives for the ICB in delivering on the four core purposes of the ICS and the triple aim of improved population health, quality of care and cost-control, and the body's statutory responsibilities.
- Supports leading the system through aligning partners in the implementation of the **Long Term Plan** and the **People Plan**, overseeing progress against their objectives.
- Represents and articulates the vision for the ICS, as an ambassador, in a wider system or regional context.

Partnerships and communities

- Is an ambassador for system working and mutual accountability, building strong partnerships and supporting the Chair of the ICB to promote effective dialogue and consensus with local government and broader partners to ensure joint planning and delivery.
- Supports the Chair to establish the ICP with the partners, establishing strong relationships between the ICB Board and the ICP.
- Supports the Chair to ensure the success of the ICP, including 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

- Advocates and champions 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.
- Ensures 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.
- Promotes the values of the **NHS Constitution** and role models the behaviours embodied in **Our People Promise** and forthcoming Leadership Way to ensure a collaborative, inclusive and productive approach across the system.

Sustainable outcomes

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

Governance and assurance

- Brings independent and respectful challenge to the plans, aims and priorities of the ICB applying the principles/standards of strong corporate and clinical governance.
- Promotes open and transparent decision-making processes that facilitate consensus aimed to deliver exceptional outcomes for the population.
- Collectively ensures 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.
- Maintains oversight of the delivery of ICB plans, ensuring expected outcomes are delivered in a timely manner through the proportionate management of risks.
- Ensures 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

- Supports the development of other board members to ensure that they are supported and developed to maximise their contribution.
- Provides 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.
- Ensures the Board acts in accordance with the highest ethical standards of public service and that any conflicts are appropriately resolved.

Person Specification

There is emphatic evidence that diverse boards make the best decisions. Women, people Black Asian and other Ethnic (BAE), LGBTQ+ younger people and those with lived experience of disability are all under-represented in non-executive roles in the NHS across the country. We want change, and NHS Cheshire and Merseyside wants to be part of that change and want to receive applications from people from diverse backgrounds.

Candidates will need to be able to demonstrate considerable experience of leading on population health and/or the reduction of health inequalities at organisational, system or regional level. They should also be able to demonstrate the following attributes:

Knowledge

- Knowledge of health, care, local government landscape and/ or the voluntary sector
- An understanding of different sectors, groups, networks and the needs of diverse populations
- An awareness and appreciation of social justice and how it might apply within an ICS
- An understanding of good corporate governance and the difference between governance and management

Skills

- Exceptional communication skills and be 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
- Ability to remain neutral to provide independent and unbiased leadership and respectful challenge with a high degree of personal integrity
- A capacity to thrive in a complex and politically charged environment of change and uncertainty
- Problem solving skills and the ability to identify issues and areas of risk leading stakeholders to effective resolutions and decisions

Values

- Model respect and a compassionate and inclusive leadership style with a demonstrable commitment to equality, diversity and inclusion in respect of boards, patients and staff
- Create and live the values of openness and transparency embodied by the **Nolan Principles** and in **Our People Promise**

Experience

- Experience of senior leadership in health and social care, with a broad clinical perspective and understanding of the current challenges and opportunities facing the sector. That experience could have been gained at a senior level in a medical, nursing, allied disciplines, social care or other community setting, at a senior level in an academic, research, regulatory or clinically focused role, including experience of driving service reconfiguration and / or safety improvement.
- Contributing effectively in complex professional meetings at a very senior level
- Leading change at a senior level to bring together disparate stakeholder interests
- Working collaboratively across agency and professional boundaries
- Record of promoting Equality Diversity and Inclusion in leadership roles

Personally, you will bring a range of professional expertise as well as community understanding and experience to the work of the Board. We are interested in your life experience and personal motivation that will add valuable personal insights such 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.

Key Competencies

Outlined above in the role and responsibilities/ competencies section are the six competency domains that illustrate some of the key behaviours we expect independent non-executive members to exhibit.

The ICB independent non-executive member role and person specification have been agreed nationally and will provide a consistent framework for assessment based around the emerging Leadership Competency Framework. A summary person specification included as a graphic below groups the knowledge, experience, skills and values criteria within the competencies outlined above for ease of reference.

Person Specification

Competency	Role description	Knowledge, Experience and Skills required
Setting strategy and delivering long-term transformation	<ul style="list-style-type: none"> • Works collaboratively to help 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 • Ensures that the Board of the ICB 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 • As a member of the ICB Board, contributes to 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, and the body's statutory responsibilities • Supports leading the system through aligning partners in the implementation of the Long Term Plan and the People Plan, overseeing progress against their objectives. • Represents and articulate the vision for the ISS, as an ambassador, in a wider system or regional context 	<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"> • Be a champion of new governance arrangements (including the ICP), collaborative leadership and effective partnership working with local government, NHS bodies and the voluntary sector • Is an ambassador for system working and mutual accountability, building strong partnerships and supporting the Chair of the ICB to promote effective dialogue and consensus with local government and broader partners to ensure joint planning and delivery • Supports the Chair to establish the ICP with the partners, establishing strong relationships between the ICB Board and the ICP • Supports the Chair to ensure the success of the ICP including 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 	<ul style="list-style-type: none"> • An understanding of different sectors, groups, networks and the needs of diverse populations • Exceptional communication skills and be 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"> • Advocates and champions 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 • Ensures 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 • Promotes the values of the NHS Constitution and role models the behaviours embodied in Our People Promise and forthcoming Leadership Way to ensure a collaborative, inclusive and productive approach across the system 	<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

Competency	Role description	Knowledge, Experience and Skills required
Driving high quality, sustainable outcomes	<ul style="list-style-type: none"> • Supports the oversight of purposeful arrangements for effective clinical and professional care leadership throughout the ICB and the ICS • Fosters a culture of research, innovation, learning and continuous improvement, to support the delivery of high quality services for all • Collectively ensures the NHS plays its part in social and economic development and achieving environmental sustainability, including the Carbon Net Zero commitment 	<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"> • Are accountable to the Chair of the ICB and ICB Board • Have a collective responsibility with the other members of the ICB board to ensure corporate accountability for the performance of the organisation, ensuring its functions are effectively and efficiently discharged and its financial obligations are met • Brings independent and respectful challenge to the plans, aims and priorities of the ICB applying the principles/standards of corporate and clinical governance • Promotes open and transparent decision-making processes that facilitate consensus aimed to deliver exceptional outcomes for the population • Collectively ensures 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 • Maintains oversight of the delivery of ICB plans ensuring expected outcomes are delivered in a timely manner through the proportionate management of risks • Ensures 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 	<ul style="list-style-type: none"> • An understanding of good corporate governance and the difference between governance and management • 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"> • Supports the development of other board members to ensure that they are supported and developed to maximise their contribution • Provides 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 • Ensures the Board acts in accordance with the highest ethical standards of public service and that any conflicts are appropriately resolved 	<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 Nolan Principles and in Our People Promise

Eligibility

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. NHS Cheshire and Merseyside will make a number of specific background checks to ensure that those we appoint are “fit and proper” people to hold these important roles.

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 area served by the ICB.

More information can be found on NHS England’s [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.

Terms of appointment

Remuneration: £13k - c£17k depending on agreed time commitment, Chairing responsibilities, and experience.

The initial term of appointment will be in accordance with the provisions of the constitution of the ICB and in agreement with the ICB Chair and the successful candidate.

You will have considerable flexibility to decide how you manage the time needed to undertake this role. On average, it will require a minimum of 3 to 4 days a month, including preparation time, the occasional evening engagement and events designed to support your continuous development.

Support in preparing your application:

NHS boards play a key role in shaping the strategy, vision and purpose, hold the organisation to account for the delivery of strategy and ensure value for money. The board is also responsible for assuring that risks to a trust and the public are managed and mitigated effectively. Non-executive directors play a key role in boards governing effectively, and

in so doing build patient, public and stakeholder confidence that their health and healthcare are in safe hands. They are fantastic roles which directly contribute to the quality of care provided to patients and to the wellbeing of staff in NHS organisations, bringing diverse views and challenges, and helping to set the tone for organisational culture. It is preferable, but not essential, that candidates applying for these roles live in or have strong connections with the area where the vacancy is as NHS boards need to be representative of the community and population they serve.

NHS England offer resources to support your thinking as you consider whether a non-executive role in the NHS may be right for you.

NHS England offer support to prepare candidates to apply for non-executive roles and to help improve your chances of success in a very competitive environment. Further information can be found [here](#).

More information

Candidates can find out more about Integrated Care Boards and Integrated Care Systems [here](#).



How to apply

For more information and to apply, you can contact:

- Jenny Adrian of Hunter Healthcare (jadrian@hunter-healthcare.com)
- Janice Scanlan of Hunter Healthcare (jscanlan@hunter-healthcare.com)

Closing date for applications 11 September 2023.

If you wish to be considered for this role please provide:

- 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 three referees. Your referees should be individuals in a line management capacity (or senior stakeholders), and cover your most recent roles and employer, any regulated health or social care activity or where roles involved children or vulnerable adults. Your references will be taken prior to interview and may be shared with the selection panel
- a completed **diversity monitoring form**
- 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 and competence have 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 a preliminary interview. Feedback from any preliminary assessment will be given to the selection panel who will agree the applicants invited to interview.

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

Stakeholder event: shortlisted applicants will be expected to participate in a stakeholder engagement event or events to meet groups of key stakeholders.

It is expected that that these will be on **10 October 2023**. Feedback from these sessions will be shared with the selection panel.

Interviews: will be on **17 October**. Applicants will be asked to make a 5-10-minute presentation to help the selection panel draw out the competencies, experience, skills, and values outlined in the person specification. The formal interview will be 45 mins to an hour of open questions from the selection panel to display experience and explore applicant's values, motivations, creativity, and ability.

Appointment: the selection panel will identify appointable candidates based on merit against the competencies experience, skills and values outlined in the person specification.

The Chair of the ICB will contact the successful candidate after the panel has made it's decision.

Key Dates:

Closing date	11 September 2023
Longlisting	w/c 25 September
Shortlisting	w/c 2 October
Stakeholder events	10 October
Interview panel	17 October



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HUNTER
Executive talent for the healthcare sector