

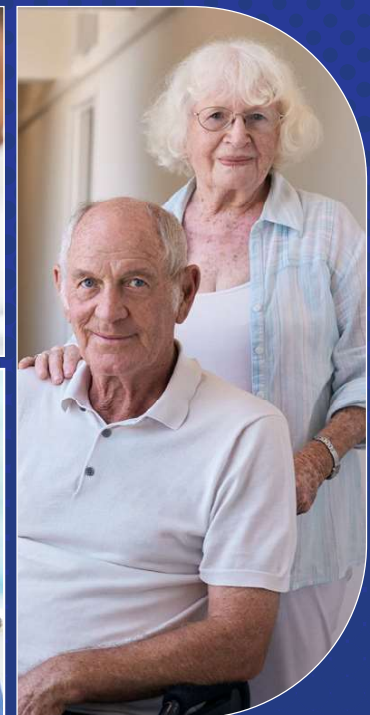


Bath and North East Somerset,  
Swindon and Wiltshire Partnership  
Working together for your health and care



# Applicant information pack

Independent Non-Executive Director Quality



NHS Bath and North East Somerset, Swindon and  
Wiltshire Integrated Care Board (BSW ICB)



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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. Welcome

Dear applicant,

**Thank you for your interest in applying to become an Independent Non-Executive Director for Quality for BSW.**

Like all 42 Integrated Care Boards across England, BSW was formed in July 2022, taking over the responsibilities of the previous BSW Clinical Commissioning Group and picking up the new mandate from the 2022 Health and Care Act. Our Board brings together ICB Executives and Non-Executives with Partner Board Members from the NHS, Local Government and the voluntary sector. We are charged with delivering the Integrated Care Strategy agreed by all ICS partners for our population.

The Independent Non-Executive Director (NED) Quality chairs our Quality and Outcomes Committee and carries the lead responsibility for providing guidance, support and constructive challenge on all quality and safety matters for the ICB. We are looking for a highly experienced Board-level health and care professional, who understands the role of a NED on a unitary Board and can help us define the role of the ICB Quality and Outcomes Committee in an evolving governance landscape in our system.

This is a challenging but exciting time for BSW. Whilst our providers are still tackling the aftermath of the pandemic and recent industrial action, we are getting on with the task of transforming the way we deliver our health and care services and achieving the 'left shift' described in the recent Hewitt review. We are determined to use population health management techniques to focus more of our activity on prevention and early intervention and tackling endemic health inequalities. Doing this at a time of immense operational pressure and financial constraint is a challenge. One I hope you will decide to join us in.

I hope you will consider applying for this exciting and challenging role. I shall look forward to hearing from you.



**Stephanie Elsy | Chair**

Bath and North East Somerset, Swindon and Wiltshire Integrated Care Board



## 2. The opportunity

Our Integrated Care Board (ICB) is a statutory NHS body – 42 ICBs were formed across England on 1 July 2022. ICBs exist to improve population health, tackle health inequalities, enhance productivity and help the NHS achieve the NHSE national and local priorities. Our ICB oversees and is accountable for a ca £1.4bn annual budget to commission health and care services in our area.

As the Independent Non-Executive Director (NED) Quality you will hold a key position in the ICB. You will chair and provide leadership to the ICB Board's Quality and Outcomes Committee, which provides advice and assurance to the ICB Board regarding patient safety and quality of services in BSW and supports the ICB to drive better outcomes and efficiencies, and to address health inequalities.

### You will:

- Have a recognised clinical qualification
- Be an advocate for the delivery of integrated person-centred high-quality care, with a focus on patient safety, particularly around prescribed areas of service redesign, clinical pathways and system reform
- Have experience operating at senior or board level
- Demonstrate independent and proactive leadership with confidence and integrity
- Champion open, frank and disciplined discussion and be prepared to ask the difficult questions

The ICB 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 a change.

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



### 3. About us

The Bath and North East Somerset, Swindon and Wiltshire Integrated Care System (BSW ICS) is made up of three distinct local areas – or Places – and a wide range of organisations which may operate at one or more of Neighbourhood, Place or System level. The name we have given to our Integrated Care System is [BSW Together](#).

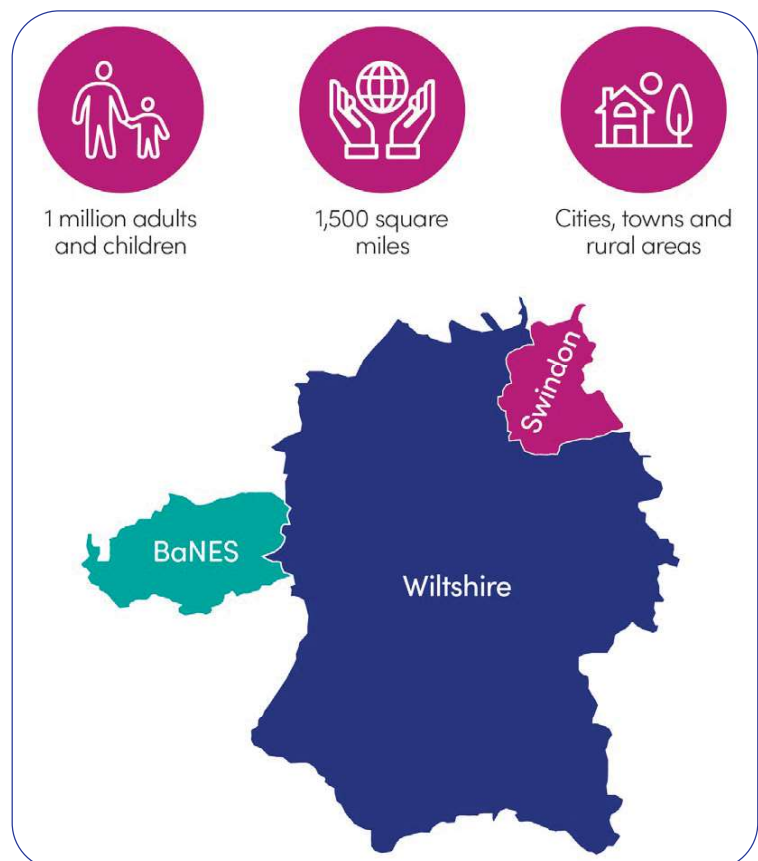
Our ICS covers a large and varied geographical area (1,511 miles squared) that includes the densely populated and growing town of Swindon to the north, the historic city of Bath, Salisbury plains to the south, and the rolling Mendip Hills to the west. We serve a population of over 940,000 people within this geographical footprint.

Within our ICS, the [Bath and North East Somerset, Swindon and Wiltshire Integrated Care Board](#) (BSW ICB) is a statutory body which brings together hospitals, primary care, local councils, hospices, voluntary community, and social enterprise (VCSE) organisations, Healthwatch and other partners to work to improve population health and establish shared strategic priorities. The ICB oversees how money is spent and makes sure that health services work well and are of high quality.

Our [Integrated Care Strategy](#) sets out our collective vision to listen and work effectively together to improve health and wellbeing and reduce inequalities. We will deliver this vision by prioritising three clear objectives:

- Focus on prevention and early intervention
- Fairer health and wellbeing outcomes
- Excellent health and care services

Our [Implementation Plan](#) sets out how we and our partners, working together at system-level and in our places, Bath and North East Somerset, Swindon and Wiltshire (BSW), will deliver our Integrated Care Strategy over the period 2023 – 2028.





Working together to empower people to lead their best life  
 Starting well → Living well → Ageing well



## Our Integrated Care Strategy on a page



Bath and North East Somerset,  
 Swindon and Wiltshire Together





## 4. Role, priorities and accountabilities

### Priorities

All independent non-executive directors (NEDs) of the BSW ICB Board will collectively:

- 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 of an ICS, namely 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
- Be champions of governance arrangements, collaborative leadership and effective partnership working, including with local government, NHS bodies and the voluntary sector
- Alongside the ICB chair and the wider board members, contribute to the implementation of key priorities that impact organisations and workforce across the ICS
- As Committee Chairs maintain oversight and play a key role in ensuring that the ICB meets its statutory duties and fulfils its functions as determined in the Health and Care Act 2022, including as a commissioner

### Accountabilities

The independent non-executive directors (NEDs) of the BSW ICB Board:

- 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 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

### Senior Independent Director

Once our recruitment process has been completed, one of the newly appointed Non-Executive Directors will be approached to act as a Senior Independent Director (SID). Our SID will hold a key position in the ICB.



## 5. 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 are interested in your life experience and personal motivations that will add valuable personal insights such as: being 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 member of a unitary board, you will contribute to a wide range of areas.

As the independent NED Quality, you will chair the ICB Board's Quality and Outcomes Committee, which provides advice and assurance to the ICB Board regarding patient safety and quality of services in BSW.

### You will:

- Demonstrate a comprehensive understanding of the national quality frameworks and agendas including patient safety, effectiveness and patient experience, as well as safeguarding and clinical governance
- Promote the profile of clinical quality and the need to keep the public and patients at the heart of everything, and to focus on the best outcomes and continuously improve those things that really matter to patients
- Be a critical friend to the Chief Nurse Officer
- Demonstrate independent and proactive leadership with confidence and integrity
- Champion open, frank and disciplined discussion and be prepared to ask the difficult questions and hold people to account
- Provide leadership and vision to the committee to ensure that it is effective in its role, and that robust control systems are in place and operating to ensure commissioned health and care services are safe, of high quality, and delivering outcomes. This will include responsibilities associated with safeguarding and incident reporting





- 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
- Maintain 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
- Ensure statutory governance reporting requirements are adhered to
- Develop a committee that is genuinely connected to and assured about staff and patient experience, as demonstrated by appropriate feedback and other measures
- In support of the ICB's Accountable Emergency Officer (AEO), endorse assurance to the Board that the organisation is meeting its obligations with respect to EPRR and relevant statutory duties under the CCA 2004 and the NHS Act 2006 (as amended)
- Demonstrate leadership skills that drive continuous quality improvement, incl. through the recognition and adoption of research and innovation
- Ensure the contribution of nursing to patient care is understood
- Ensure that the representation of other health care professionals is taken into account

## 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 Integrated Care Partnership (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

- Championing equality, diversity and inclusion (EID) in the organisation and the system, particularly in relation to service delivery and continually meeting our legal duties as set within The Equality Act 2010
- 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 [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



## 6. ICB independent non-executive member: person specification

Competency	Knowledge, Experience and Skills required
<b>Setting strategy and delivering long-term transformation</b>	<ul style="list-style-type: none"> <li>• Qualified dental, nursing, AHP, optometry, pharmacy or medical professional, either practicing or retired OR</li> <li>• Trained clinician/GP, either practicing or retired OR</li> <li>• Front line service professional qualification in the wider health and care sector</li> <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>
<b>Building trusted relationships with partners and communities</b>	<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>
<b>Leading for Social Justice and health equality</b>	<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>
<b>Driving high quality, sustainable outcomes</b>	<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>
<b>Providing robust governance and assurance</b>	<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>
<b>Creating a compassionate and inclusive culture for our people</b>	<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>



## 7. Eligibility

You will be able to demonstrate that you meet the requirements of the [NHS England Fit and Proper Person Test Framework for board members](#) 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 BSW ICS footprint. You will need to stand down from such a role if appointed to the ICB independent non-executive member role.

MPs are excluded from the ICB independent non-executive member role.

Applicants should have strong connections with the area served by the ICB.

Given the significant public profile and responsibility that 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.

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.



## 8. Terms of appointment

- The remuneration: £16,000 per annum
- Term of appointment: Three years; re-appointment on expiry of terms may be considered. There is no maximum number of terms that a non-executive member may serve, however an individual may not serve more than nine consecutive years in office
- You will have considerable flexibility to decide how you manage the time needed to undertake this role. On average, it will require a minimum 4-5 days a month, including preparation time, the occasional evening engagement and events designed to support your continuous development. You are expected to attend meetings of the ICB Board, chair meetings of the ICB Board's Quality and Outcomes Committee, and to attend other committee meetings and / or engagements as required
- All NHS board members are required to comply with the [Nolan Principles of Public Life](#) and meet the [Fit and Proper Persons requirements](#)



## 9. Making an application

For more information, you can get in touch with Stephanie Elsy, BSW ICB Chair.

### **If you wish to be considered for the role, please provide:**

- A CV that includes your address and preferred contact details
- A supporting statement that highlights your skills and experience, allows insights on your values and motivations for applying for the role, and shows how you meet the requirements of 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 monitoring information form which accompanies this pack
- A completed self-declaration form confirming that you do not meet any of the criteria that would disqualify you from appointment
- A completed form identifying any roles, positions, activities, engagements and interests that may pose a conflict
- Tell us about any dates when you will not be available for the selection process

### **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.

### **Interviews**

Applicants will be asked to give 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 showcase past experience and explore applicant's values, motivations, creativity and ability.

### **Appointment**

A selection panel will be asked to identify appointable candidates based on merit against the competencies experience, skills and values outlined in the person specification. The appointment is subject to successful completion of pre-appointment checks including fit and proper person test. The ICB Chair will approve the appointment.



**Bath and North East Somerset,  
Swindon and Wiltshire Partnership**

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Published November 2023