

# Recruitment to NHS West Yorkshire Integrated Care Board



## Non Executive Member

June 2024



## **NHS West Yorkshire Health Integrated Care Board**

### **Vacancy: Non Executive Member for Citizens and Future Generations**

#### **A message to applicants from our Chair and Chief Executive**

#### **NHS West Yorkshire Integrated Care Board**

Thank you for expressing an interest in an exciting opportunity to become a Non Executive Member of the [NHS West Yorkshire Integrated Care Board \(ICB\)](#). We are looking for someone who can champion at Board level local citizens and for future generations of West Yorkshire. The successful candidate will join our team of leaders who strive to improve the health and wellbeing of 2.4 million people living in Bradford District and Craven, Calderdale, Kirklees, Leeds, and Wakefield District.

We are looking for someone who has transferrable skills and knowledge at a senior level, has an understanding of health and care, has a track record in partnership or system working, and can bring diversity of experience, background and thinking to work as part of our unitary Board of 24 members. This role is part of an ICB non executive team of four members who each have an ICB Committee Chair role, and who work collegiately and collectively with all Board members. We welcome applications from people who demonstrate governance experience that is relevant and transferable from outside the NHS.

You should have a set of values aligned to those of the [West Yorkshire Health and Care Partnership](#) (also known as the Integrated Care System) as well as meet the new NHS England Leadership Competencies and the Nolan Principles of Public Life.

We welcome applications from people from a variety of backgrounds and sectors who alongside the Board have a commitment to tackling health inequalities and achieving equality, diversity, and inclusion for and with people, communities and colleagues working across West Yorkshire. We are very committed to increasing the diversity of our leadership so that it is representative of the population we serve in West Yorkshire and particularly welcome applications from people who identify as LGBTQ+; who have a disability; and people from an ethnic minority background.

This Non Executive role will champion local citizens and our future generations, and therefore it is a wide-ranging remit. The successful applicant will build on the achievements of their predecessor, including continuing to ensure that citizens are at the heart of our ICB decision-making, children and young people's needs are in-mind across the system, and that there is oversight and insight at system level into the safety and improvement of services for local people. The role will work with a variety of colleagues and stakeholders, including our ICB Director of Nursing, our ICB Board member for Healthwatch and members of our West Yorkshire Voice forum.

As we further develop the Board and the ICB as a statutory organisation in our second year of operation, we are looking for an individual with the humility, skills and professionalism required to lead in collaboration across West Yorkshire, bringing diversity of thinking to our Board. This means being able to support the Integrated Care System to make an impact on people's health outcomes and address some of the most significant inequalities in England. As a Non Executive Member you will ensure equality, diversity and inclusion remain at the forefront of our agenda. If appointed, you will contribute to ensuring the biggest difference can be made from our investments, including the social and economic value of the money we spend on behalf of the tax payer, aligned to the four

aims of an Integrated Care System (ICS). ICSs have four key aims: 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 economic development.

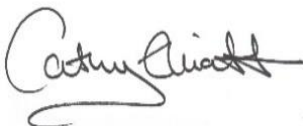
As a Non Executive Member, you will help set the tone in our system. You will contribute to a system built on a partnership approach established in 2016 between the NHS, local government, Healthwatch, hospices, the voluntary community social enterprise sector (VCSE), West Yorkshire Combined Authority, business and communities. We have a model of diverse and distributed leadership that embraces all talents within the Partnership. Together we are proud to be the West Yorkshire Health and Care Partnership.

Despite industrial action, financial pressures, recent organisational changes, and other sector-specific challenges faced by the NHS, our councils and the VCSE sector, our [Partnership](#) continues to recover services and to meet most standards set by Government and the regulators as we strive to deliver high-quality care and services to people. You can read more on our [website](#). There is also a range of [positive case studies on our website](#).

More details on the role, how to apply and on our West Yorkshire Health and Care Partnership are provided in the following pages. As for any non executive recruitment process, we encourage you to research our organisation and partners, and informally contact people working in the ICB and our Health and Care Partnership to find out more, especially to consider if this role and system is right for you. We also encourage you to get in touch if you would like to have an informal conversation.

We look forward to receiving your application and building the diverse leadership of our Board.

**Cathy Elliott**



**Chair**

**NHS West Yorkshire Integrated Care Board**

**Rob Webster CBE**



**Chief Executive**

**NHS West Yorkshire Integrated Care Board**

## Summary of the Recruitment Process

- The deadline for applications is **08:00 on Tuesday 2 July 2024**.
- Applicants taken forward to the next stage will be notified by COP on Friday 12 July 2024 at the latest.
- Shortlisted applicants will be invited to attend a virtual stakeholder panel and an interview.

## The role of Non Executive Member

### Vacancy: Non Executive Member for Citizens and Future Generations

#### Role priorities

The Non Executive Member 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 of an Integrated Care System (ICS) 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;
- Champion relatively new and developing governance arrangements (including for and with the ICB and West Yorkshire Health and Care Partnership), collaborative leadership and effective partnership working, including with local government, NHS bodies and the voluntary, community and social enterprise (VCSE) 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 post-Covid-19 challenges;
- Play a key role in developing relatively 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 deliver commissioning functions and deliver new ones from NHS England.

#### Accountabilities

The Non Executive Member will be:

- Accountable to the NHS West Yorkshire ICB Chair;
- Have designated areas of responsibilities as agreed with the ICB Chair, including ICB Committees, such as the West Yorkshire ICB Quality Committee;
- 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.

#### Role responsibilities and competencies

You will work alongside the Chair, other non executives, executive directors and partner members 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; and
- 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, such as through your established networks in and knowledge of West Yorkshire.

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 in West Yorkshire, 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 those outlined below.**

### **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, complementing the aims of our West Yorkshire Integrated Care Partnership (ICP) Board;
- 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 further development of the established West Yorkshire Partnership Board, also known as an ICP of partner organisations, including councils;
- Supporting the success of the Partnership Board in establishing shared strategic priorities within the NHS, in partnership with local government and other partners, 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 leadership frameworks to ensure a collaborative and inclusive approach across the system.

### **Sustainable outcomes**

- Oversight of purposeful arrangements for effective leadership of clinical and professional care throughout the ICB and West Yorkshire Health and Care Partnership overall;
- 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, as set out in Climate Change strategy.

### **Governance and assurance**

- Collectively as a Board 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 ambitions of our [People Plan and our Equality, Diversity and Inclusion Strategy currently being developed](#);
- 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.

### Non Executive Member remits and expertise

The successful applicant will build on the achievements of this Citizens and Future Generations Board role, and will take on specific remits for the ICB in a non executive capacity, including becoming the next Chair of the West Yorkshire ICB Quality Committee and Non Executive Champion for Maternity Safety.

## Making your application

### Meeting the ICB Non Executive Member person specification

This section outlines the expertise, skills, knowledge, experience, values and competencies we are seeking for this non executive role in the NHS. When applying, please outline in your letter or statement of application and via your CV how you meet the Essential and the Desirable criteria, the relevant expertise outlined below, your values as a leader and make reference to the NHS England Leadership Competency Framework.

We welcome applications from people who bring board level experience in the academic, private, public, voluntary, community and/or social enterprise (VCSE) sectors, not necessarily directly in the NHS, demonstrating governance experience that is relevant and transferable. The successful applicant will join other Board members who are senior leaders in the NHS, local government, VCSE and Healthwatch as a unitary board team.

### Expertise Sought

We are seeking someone with significant transferrable senior level expertise and a proven track record in two or more of the primary areas below, and also evidence of some level of senior level expertise in two or more of the supporting areas outlined below. These areas of expertise cross reference with the Essential and Desirable Criteria outlined below.

**Application Tip:** Please reference the primary and supporting areas of your expertise in your CV and/or supporting statement with a brief example of your senior level work. You do not to need meet all of the areas; we wish to understand your strengths and areas of expertise. You could connect demonstrating your expertise with meeting the Essential and Desirable Criteria below.

**Primary area(s) of expertise relevant to health and care:**

- valuing people’s experience of services and/or support
- valuing lived experience in decision-making
- citizen involvement and community engagement
- safety culture in a regulated environment
- quality improvement planning and delivery
- partnership working

**Supporting area(s) of expertise relevant to health and care:**

- adult and/or children and young people’s safeguarding
- engagement with young people or youth forums
- climate change and sustainability
- policy making for current and future generations
- quality improvement tools, methodologies and/or strategies
- strategies and tools to achieving equality, diversity and inclusion.
- multi-faceted stakeholder management
- working in a group or federated model
- social and economic development and/or policy making
- innovation and transformation tools, methodologies and/or strategies

**Essential knowledge, experience and skills**

(NHS England nationally specified ICB non executive requirements)

<b>Competency</b>	<b>Knowledge, experience and skills required</b>
<b>Setting strategy and delivering long-term transformation</b>	<ul style="list-style-type: none"><li>• Knowledge of health, care, local government landscape and/or the voluntary &amp; social economy 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></ul>

	<ul style="list-style-type: none"> <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>

**Application Tip:** Please reference very briefly in your CV and/or supporting statement how you meet the above Essential Criteria. Consider what directly related or transferable knowledge, experience and skills you have from other roles and sectors at a senior or Board level, including from outside of the NHS. This helps us when reviewing all applications at the long-listing stage of the recruitment process. Applicants not demonstrating that they fully meet the Essential Criteria will not typically be long-listed nor move to the next stage of the process.

## Desirable knowledge, experience and skills

We are particularly looking for people who have the knowledge, experience and skills of some or the majority of the following areas:

- Operating at a senior level in complex organisations, systems, group or federated model or partnerships with a significant workforce
- Working in a regulated public-facing environment or sector
- Developing and responding to public policy and guidance
- Undertaking financial oversight and sustainability planning, including commissioning, or contracting
- Demonstrably advancing equality, diversity and inclusion for a workforce, organisation, sector or similar
- Overseeing the delivering of strategic plans and policies with communities and residents in mind
- Oversight of risk management and quality improvement, particularly in relation to innovation and the transformation of service delivery for the public.

**Application Tip:** Please reference very briefly in your CV and/or supporting statement how you meet some of the above Desirable Criteria. You do not need to meet all of the Desirable Criteria;



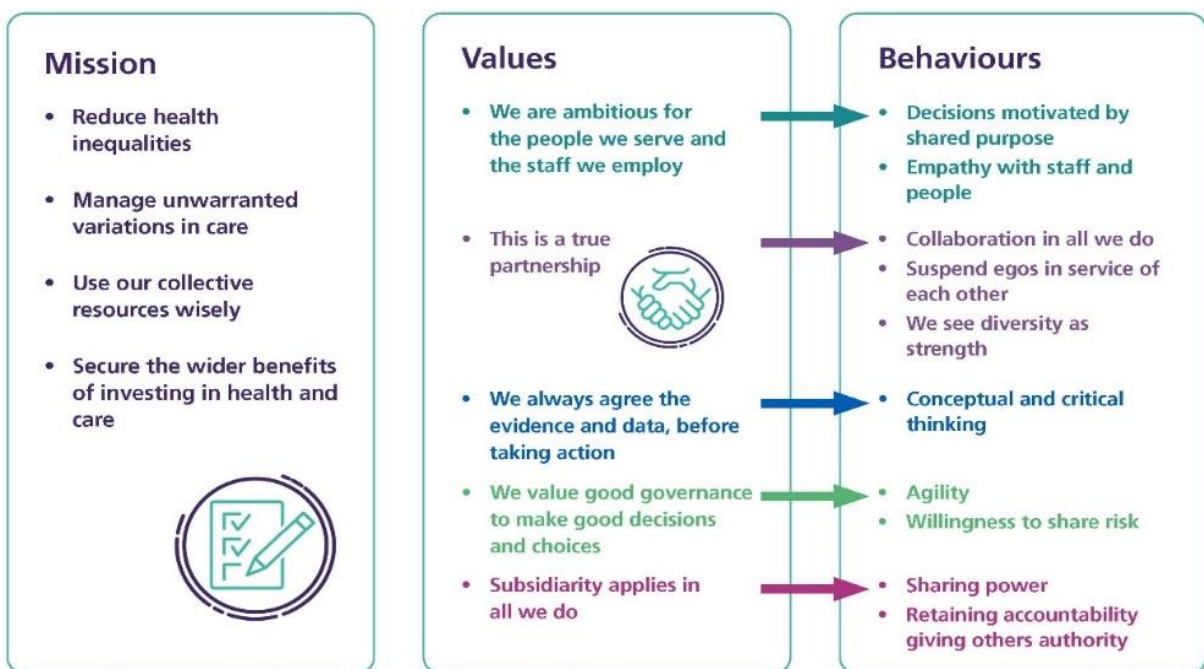
we wish to understand your strengths, what you have achieved and what you especially can bring to the Board. This helps us when reviewing all applications at the long-listing and short-listing stages of the recruitment process.

## Mission, Values and Behaviours

We are looking for people whose values and behaviours match those of the Partnership, as set out in our [founding principles](#), below.

*Application Tip: Please reference very briefly in your CV and/or supporting statement your values and how they align with the West Yorkshire values outlined below.*

# Mission, Values and Behaviours



## NHS England Leadership Competencies

The six leadership competency domains for all NHS leaders, including non executives, are as follows:

### 1. Driving high-quality and sustainable outcomes

The skills, knowledge and behaviours needed to deliver and bring about high quality and safe care and lasting change and improvement – from ensuring all staff are trained and well led, to fostering improvement and innovation which leads to better health and care outcomes.

### 2. Setting strategy and delivering long-term transformation

The skills that need to be employed in strategy development and planning, and ensuring a system wide view, along with using intelligence from quality, performance, finance and workforce measures to feed into strategy development. NHS Leadership Competency Framework for board level leaders.

3. **Promoting equality and inclusion, and reducing health and workforce inequalities**  
The importance of continually reviewing plans and strategies to ensure their delivery leads to improved services and outcomes for all communities, narrows health and workforce inequalities, and promotes inclusion.
4. **Providing robust governance and assurance**  
The system of leadership accountability and the behaviours, values and standards that underpin our work as leaders. This domain also covers the principles of evaluation, the significance of evidence and assurance in decision making and ensuring patient safety, and the vital importance of collaboration on the board to drive delivery and improvement.
5. **Creating a compassionate, just and positive culture**  
The skills and behaviours needed to develop great team and organisation cultures. This includes ensuring all staff and service users are listened to and heard, being respectful and challenging inappropriate behaviours.
6. **Building a trusted relationship with partners and communities**  
The need to collaborate, consult and co-produce with colleagues in neighbouring teams, providers and systems, people using services, our communities, and our workforce. Strengthening relationships and developing collaborative behaviours are key to the integrated care environment.

***Application Tip:** Please reference very briefly in your CV and/or supporting statement how you meet the national NHS England Leadership Competencies. You could connect the above competencies with your references to how you meet the Essential and Desirable Criteria.*

### **Contents of your application**

Your application should include your CV of no more than three pages, and a letter or supporting statement of no more than three pages. You are invited to highlight your expertise, knowledge, experience and skills as well as interest in applying. Your CV and supporting statement together provides insight on your values and motivations for applying for this role.

As mentioned, when applying, please outline in your letter or statement of application and via your CV how you meet the Essential and the Desirable criteria, the relevant expertise, your values as a leader and make reference to the NHS England Leadership Competency Framework which are all outlined above. You are also encouraged to share what you believe you can bring to role, having researched and learned about our work as NHS West Yorkshire, including visiting our dedicated website [West Yorkshire Integrated Care Board :: West Yorkshire Health & Care Partnership \(icb.nhs.uk\)](https://www.icb.nhs.uk)

***Application Tip:** Please mention briefly in your supporting statement what has motivated you to apply for the role as we would be interested to know.*

### **Eligibility**

You will be able to demonstrate that you meet the requirements of the NHS 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 a health, care or VCSE organisation within the same ICS footprint of West Yorkshire. Applicants would need to stand down from such a role in West Yorkshire if appointed to the ICB Non Executive Member role.

Elected officials, including MPs and members of councils, are excluded from the ICB Non Executive Member role.

Applicants should have strong connections with the area served by the ICS. Given the significant public profile and responsibility members of the ICB will 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 this important role.

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 encourage applications from people of all backgrounds and welcome applications from under-represented groups, so we bring diversity of perspectives to thinking and are inclusive of the population.** If you share our values and ambitions for the people living in West Yorkshire and have the skills and experience to drive our ICS forward, then we would be delighted to receive your application. We particularly welcome applications from people who identify as LGBTQ+; who have a disability; and people from an ethnic minority.

## Terms of appointment

### Time commitment

The time commitment is around three days a month, including preparation time, attending meetings, the occasional evening or visit engagement opportunities, and forums designed to support your continuous development. Your involvement with the ICB will include attending formal ICB meetings (frequency to be advised), chairing an ICB committee which will meet regularly and ICB engagement work such as with place-based partnerships, the West Yorkshire Partnership Board and system events or visits within the time commitment.

Involvement with the ICB is via a combination of virtual and in-person meetings, and we expect Non Executive Members to ensure a quarterly commitment to be available in person for meetings, visits, or events across West Yorkshire, as appropriate.

The role is flexible, however formal meetings will have fixed times usually on Tuesdays (specific dates available in advance). The following 2024/25 dates are already in the NHS West Yorkshire ICB Board diary for Board meetings in public which will be in-person in a different location each time across West Yorkshire on: 24 September 2024, 17 December 2024 and 18 March 2025.

### Remuneration

The Non Executive Member role offers the remuneration of £16,000 per annum.

## Term of appointment

The initial term of appointment will be three years and in accordance with the provisions of the constitution of NHS West Yorkshire's ICB and NHS England guidance.

In addition, you will demonstrate a commitment to the [Nolan Principles of Public Life](#) and meet the [Fit and Proper Persons requirements](#) operating in your career in an open and transparent manner, be a champion of collaborative working and good governance within individual organisations and across partnerships.

## Making an application

**For more information about this outstanding opportunity with NHS West Yorkshire ICB, including how to apply, please visit: [www.odgers.com/91764](http://www.odgers.com/91764)**

The preferred method of application is online at [www.odgers.com/91764](http://www.odgers.com/91764)

If you are unable to apply online, please email [91764@odgersberndtson.com](mailto:91764@odgersberndtson.com). All applications will receive an automated response.

If you wish to apply for this ICB Non Executive Member role, please provide:

- **Your CV:** A CV of no more than three pages that includes your address and preferred contact details, a summary of your career, including relevant skills, knowledge, experience, learning and achievements that meet the Person Specification for this role, and highlighting and explaining any gaps in your employment history.
- **Your letter or supporting statement:** An application letter or supporting statement of no more than three pages that highlights your expertise, knowledge, experience and skills that meet the Person Specification, 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.
- **Your referees:** 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.
- **Equality monitoring form:** All candidates are also requested to complete an online Equality monitoring form which will be found at the end of the application process. This will assist the NHS West Yorkshire ICB in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Equality monitoring forms will not be used as part of the selection process and will be treated as strictly confidential.
- **Your availability:** Tell us about any dates when you will not be available for the selection process.

It is important that you read this information together with our privacy policy so that you are fully aware of how NHS West Yorkshire Integrated Care Board will use your data.

**Closing date for applications is 08:00 on Tuesday 2 July 2024**

## Selection process

The process will include shortlisted candidates being invited to attend for the selection process a stakeholder panel and formal interview. Reasonable adjustments will be made to allow candidates to take part in the selection process. The dates outlined below are currently planned for the process, though are subject to change.

**Stakeholder panel date:** To be confirmed but will be held prior to the interview panel.

**Interview panel date:** Week commencing 22 July 2024

## Contacts for further conversation

For initial enquiries about the role and making an application, please contact

[Peter.mason@odgersberndtson.com](mailto:Peter.mason@odgersberndtson.com)

[Gillian.powell@odgersberndtson.com](mailto:Gillian.powell@odgersberndtson.com)

If you would like a confidential discussion regarding the role, especially at the long-list or short-list stage, you can arrange a phone or MS Teams call with Cathy Elliott, Chair, NHS West Yorkshire Integrated Care Board. Please contact [lauren.phillips16@nhs.net](mailto:lauren.phillips16@nhs.net) to arrange a time for a call.

## Further information

For more information on the work of NHS West Yorkshire Integrated Care Board, please visit: [West Yorkshire Integrated Care Board :: West Yorkshire Health & Care Partnership \(icb.nhs.uk\)](https://www.wypartnership.co.uk)

You can read more about the work of our Partnership on our website at [www.wypartnership.co.uk](https://www.wypartnership.co.uk). You can also follow us on X (formerly twitter) @wypartnership



NHS West Yorkshire Integrated Care Board is the statutory organisation that sits within the West Yorkshire Health and Care Partnership, our integrated care system. The Partnership is made up of the NHS, local councils, care providers, Healthwatch, voluntary and community organisations and charities.



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 [westyorkshire.icb.nhs.uk](https://westyorkshire.icb.nhs.uk)

 [@WYpartnership](https://twitter.com/WYpartnership)