



# Non-Executive Members

Candidate Information Pack

September 2024

# Welcome

**Thank you for your interest in these key leadership roles for Frimley NHS Integrated Care Board.**



Frimley Integrated Care System has a shared vision for the future of healthcare in our geography and a one team approach towards achieving that vision. We are collectively investing in building strong relationships across the partnership as the platform for excellence in delivering our key principles: collaboration, partnership working, improving patient outcomes and reducing health inequalities.

To this end we are committed to establishing a cadre of diverse, inclusive and compassionate leaders who both reflect the communities they serve and have the leadership styles and approaches that can help deliver improvements in the way we deliver health and care.

In continuing to improve outcomes, experiences and access for everyone, we will work collectively to enhance quality, enable equity and demonstrate value for money. Tackling inequalities, understanding and addressing the root causes of poor health, remains an imperative.

We remain grounded in current realities and, working together, we are creating collaborative aligned and innovative system solutions to achieve the very best patient outcomes and whole population benefit.

I am committed to fostering a diverse and inclusive community culture in our ICS – a place where we all flourish. So, it's vital that we ensure, that our leadership represents our communities, aspirations and values.

That is why I am reaching out to the widest range of talent, as we look to appoint two new non-executive member roles. We are interested in your life experience and personal motivations for this role, as we know through experience that different ideas, perspectives, and backgrounds create a stronger and more creative environment, which in turn delivers better patient outcomes.

I welcome applications from people and communities which experience racial inequalities, from people with disabilities and from other groups who are under-represented on health and care boards.

We are creating an organisation with strong shared values, which proactively promotes diversity, is committed to equality of opportunity for all and the principles of compassionate leadership. All post holders will have a key role in nurturing this culture.

This is an exciting opportunity to join us and influence the future of Health and Social care across the Frimley Integrated Care System. I look forward to receiving your application.

With kind regards,

**Dr Priya Singh**  
**Chair**  
**NHS Frimley Integrated Care Board**



# About us

**NHS Frimley Integrated Care Board (ICB) is part of the Frimley Health and Care Integrated Care System (ICS), working together with other health and social care partners to develop joined up services that deliver a complete service to local people, communities and staff to improve the health and wellbeing of individuals and to use our collective resources most effectively.**

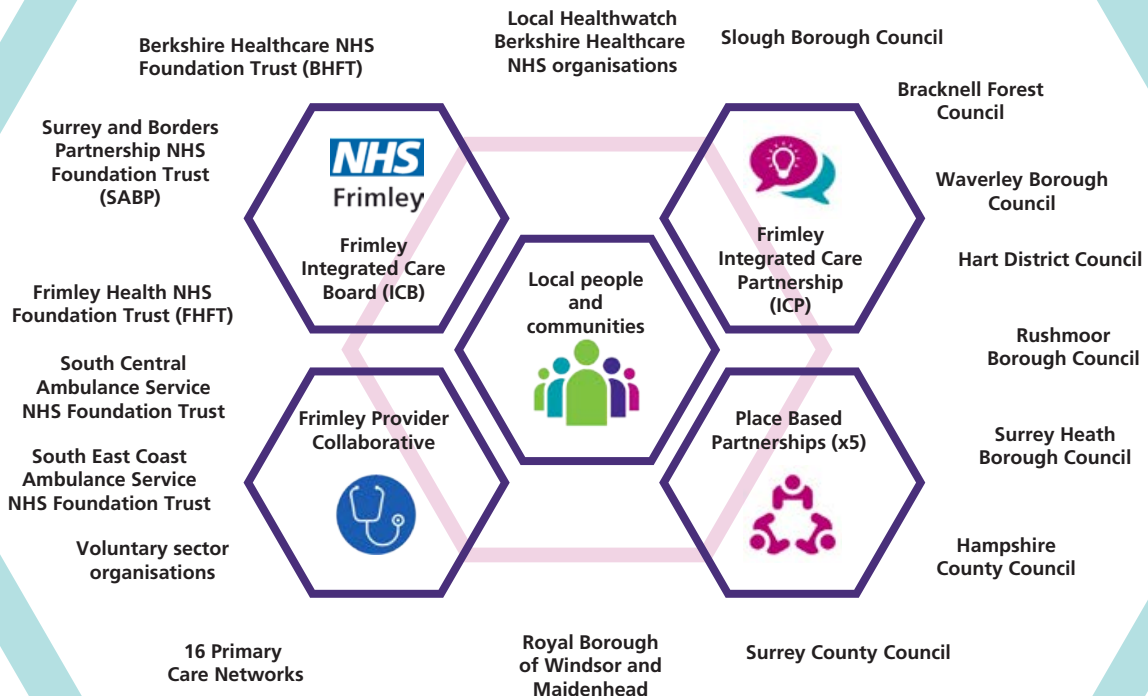
You can find out more about the NHS Frimley Board [here](#).

Frimley ICB serves a population of around 820,000 people and covers 225 square miles. The ICB directly employs 350 staff covering our 5 places:

- Bracknell Forest
- Royal Borough of Windsor & Maidenhead
- Slough
- Surrey Heath
- North East Hampshire & Farnham

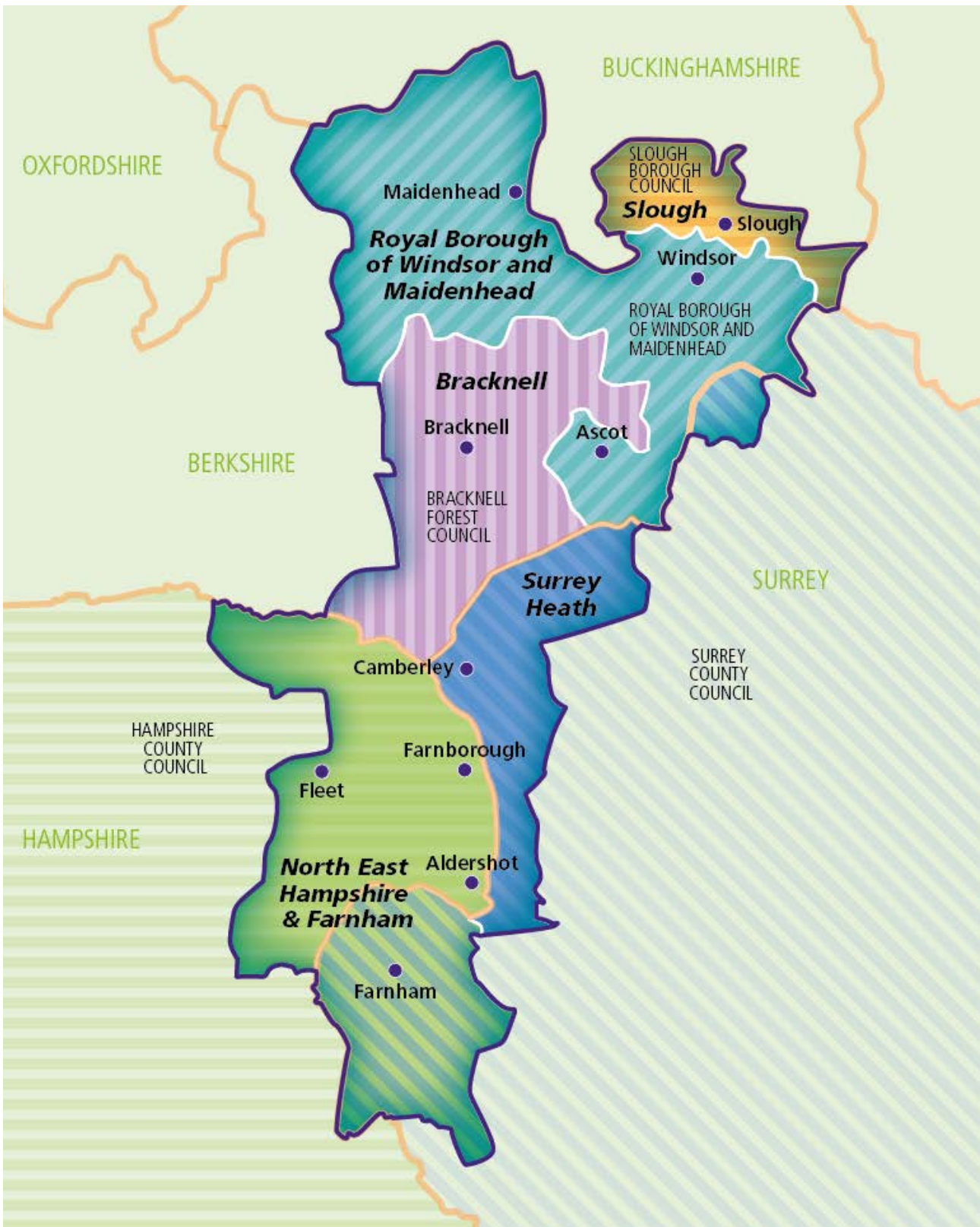
Our Integrated Care System brings together partner organisations across the NHS, Local Authorities, and the wider public sector.

## Frimley Health and Care Integrated Care System (ICS)





# Where we are



# Our ambitions

**Frimley Health and Care is focused on the things that matter most, working with patients, local people, our staff and partners to help us to all live healthier lives.**

## Our Objectives

We remain committed to delivering the two overarching objectives which were defined by the 2019 Frimley ICS strategy; Creating Healthier Communities. Our partnership focus will continue to be defined by delivering improvements against the following two headline measures:

- Reducing Health Inequalities for all of our residents who experience unwarranted variation in their outcomes or experience
- Increasing Healthy Life Expectancy for our whole population, ensuring an improvement not just in length of life but in the quality of those years as well

## Our Strategic Ambitions

The strategic ambitions which were established in 2019, were retained in our strategy refresh in March 2023, with new areas of focus and energy against a refreshed set of priorities which better reflect our future challenges:

- Starting Well
- Living Well (previously Focus on Well-being)
- People, Places & Communities (previously Community Deal)
- Our People
- Leadership and Cultures
- Outstanding use of resources

Each of our Strategic Ambitions will focus on a discrete number of headline priorities in the 3-5 years ahead, which are likely to be some of the most challenging that the health and care system has ever faced. you can read more in our Strategy Refresh document [here](#).



# Our commitments

## Starting Well

- Addressing health inequalities through a focused approach to meeting the needs of vulnerable children who experience deprivation and poverty
- Initiatives to improve the lives of babies and children in the first 1001 days through to primary school.
- Supporting and strengthening partnerships around health visiting and school nursing, working in partnership with between the NHS, Local Authorities and Public Health to make improvements in these vital roles

## Living Well

- A renewed focus on cardiovascular disease and its causes which contribute to hundreds of avoidable deaths annually
- Working with partners across Places and Public Health to help our population maintain Healthy Weights
- Helping people in our population to quit smoking by supporting them with advice and alternatives

## People, Places & Communities

- A clear approach to engaging with our population at place and system levels
- Ensuring all of our diverse populations are represented with the creation of an ICS inclusivity framework
- Exploring citizen leadership and creating opportunities to develop decision making in our communities

## Our People

- Creating a joint workforce model for health and care to give our people fulfilling and varied career opportunities
- Widening access to employment and keeping the people we have by ensuring we provide great places to work
- Strengthening partnership working and new models of care for our staff, residents and their communities

## Leadership and Cultures

- Deliver our system equality, diversity and inclusion ambitions
- Use our leadership networks to accelerate the spread and adoption of system change
- Nurturing a shared learning culture to create the space to stimulate radical thinking, meaningful collaboration and bold action to tackle inequalities

## Outstanding use of Resources

- Reduce the need for acute and specialist services through investment in preventative and well-being interventions
- Optimise medication use and adopt digital innovation to deliver greater value for our population
- Make best use of our estates, community assets and anchor institutions by sharing capacity across our partnership working system wide on reducing our carbon footprint



# Role overview

## **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. Following the implementation of associated legislation, they assumed statutory form from July 2022 and comprise an Integrated Care Board (ICB) and Integrated Care Partnership.

The Integrated Care Board has strategic responsibility for overseeing healthcare strategies for the System. With executive and partner members of the board, non-executive directors have a collective responsibility and corporate accountability for the performance of the organisation, ensuring its functions are effectively and efficiently discharged and its financial obligations are met.

You will work alongside the Chair, other non-executives, executive directors and partner members and be responsible for specific areas relating to board governance and oversight. These are voting members of the board and we need one individual to join our Audit and Risk Committee and one to join our Transformation Programmes of work:

- 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, 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 NHS Long Term Plan and the Long Term Workforce 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 for diversity, health equity and promoting 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 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

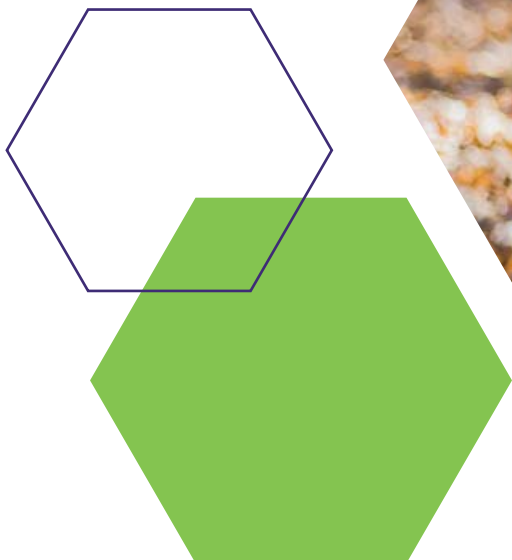
- Oversight of purposeful arrangements for effective leadership of clinical and professional care throughout the ICB and the ICS
- Fostering a culture of research, innovation, learning and continuous improvement to support the delivery of high-quality services for all
- Ensuring the NHS plays its part 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, proactively addresses workplace inequalities, 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





# Person specification

Competency	Required Knowledge, Experience, and Skills
<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 sector</li> <li>• A capacity to thrive in a complex and politically charged environment of change and uncertainty</li> <li>• Experience of 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 of 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 of 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 <b>principles-of-public-life</b> and in <b>Our People Promise</b></li> </ul>
<b>Role Specific</b>	<ul style="list-style-type: none"> <li>• For the NEM who will join the Audit and Risk Committee, we are looking for strategic finance and risk expertise gained within a commercial environment</li> <li>• For the NEM who will join our Transformation Programmes of work, we are looking for a background in one or some of the following: health economics, actionable insight through data and analytics, technology-enabled service excellence and AI, major programme transformation in complex commercial environments, estates reconfiguration for new ways of working, supporting a culture of innovation</li> </ul>



## Additional requirements for Non-Executive Member – Audit

You will:

- Have recent, relevant finance experience in a large and complex organisation, preferably with a financial qualification
- Have experience operating at senior or Board level
- Have an excellent working knowledge of audit committee practices, risk management frameworks and internal control
- Demonstrate independent and proactive leadership with confidence and integrity
- Champion open, frank, and disciplined discussion and be prepared to ask the difficult questions
- Demonstrate your ability to be accountable, proportionate, and fair in your decision making

## Terms of Appointment

- The term of office for the non-executive members is for three years, with an opportunity to extend for a further term of three years subject to satisfactory performance and an ongoing requirement for the role
- You will have considerable flexibility to decide how you manage the time needed to undertake this role. On average, it will require preparing for and attending five Audit Committees a year, with other ad hoc meetings 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**. In addition, all Board members (both executive and non-executive) will comply with the recently published NHS Leadership Competency Framework

## Remuneration

- In line with the NHSE&I pay framework, non-executive members working 2 days a month are remunerated at c. £13k per annum
- Non-executive member remuneration will be reviewed 1st April 2025 to ensure these roles remain competitive in the market

## 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 any ICB independent non-executive member role
- Applicants should have strong connections with the area served by the ICS and an understanding of the impact of health and care disparities experienced by the communities within that area
- Given the significant public profile and responsibility members of NHS boards hold, it is vital that those appointed inspire confidence of the public, communities, patients and NHS staff at all times. We will undertake a number of specific background checks to ensure that those we appoint are “fit and proper” people to hold these important roles. More information can be found on our [website](#)
- Applications will be assessed on merit, as part of a fair and open process, from the widest possible pool of candidates. The information provided by applicants will be relied on to assess whether sufficient personal responsibility and competence have been demonstrated in previous/other roles, to satisfy the experience, skills and values being sought



# Diversity and Inclusion

## 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<sup>1</sup>

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 well-being and the principles of kind leadership in our 'ways of working'. The successful applicants will have a key role in nurturing this culture.

<sup>1</sup> Population data source gov.uk/ons.gov.uk (2011 Census). NHS source: Workforce NHS Digital – Hospital and Community Health Services workforce statistics: Equality and Diversity in NHS Trusts and CCGs in England (2020 September data used)





# How to Apply

If you would like to have an initial conversation, please contact Jenny Adrian at our recruitment partners Hunter Healthcare on 07939 250362 or by email: [jadrian@hunter-healthcare.com](mailto:jadrian@hunter-healthcare.com).

The closing date for applications is **7 October 2024**

If you wish to be considered for the ICB independent NEM 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 (max of 2,000 words)
- 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, 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** and **Fit and Proper Person Monitoring Form**
- Tell us about any dates when you will not be available for the selection process

Please note that the information you provide will be treated as confidential and is for monitoring purposes only. It will not form part of the application process.

All applications should be sent to: [applications@hunter-healthcare.com](mailto:applications@hunter-healthcare.com). All applications will be acknowledged.

**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. Any reasonable adjustments requirements you may have will be made prior to interview.

**Stakeholder 1:1 Conversations:** shortlisted applicants will be expected to participate in 2-3 one-to-one stakeholder conversations. Feedback from these sessions will be shared with the selection panel. It is anticipated the stakeholder conversations will take place **w/c 28 October 2024**.

**Interviews:** 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 around 45 minutes of open questions from the selection panel to enable you to showcase past experience and explore – your values, motivations, creativity and ability. It is anticipated interviews will take place **w/c 4 November 2024**.

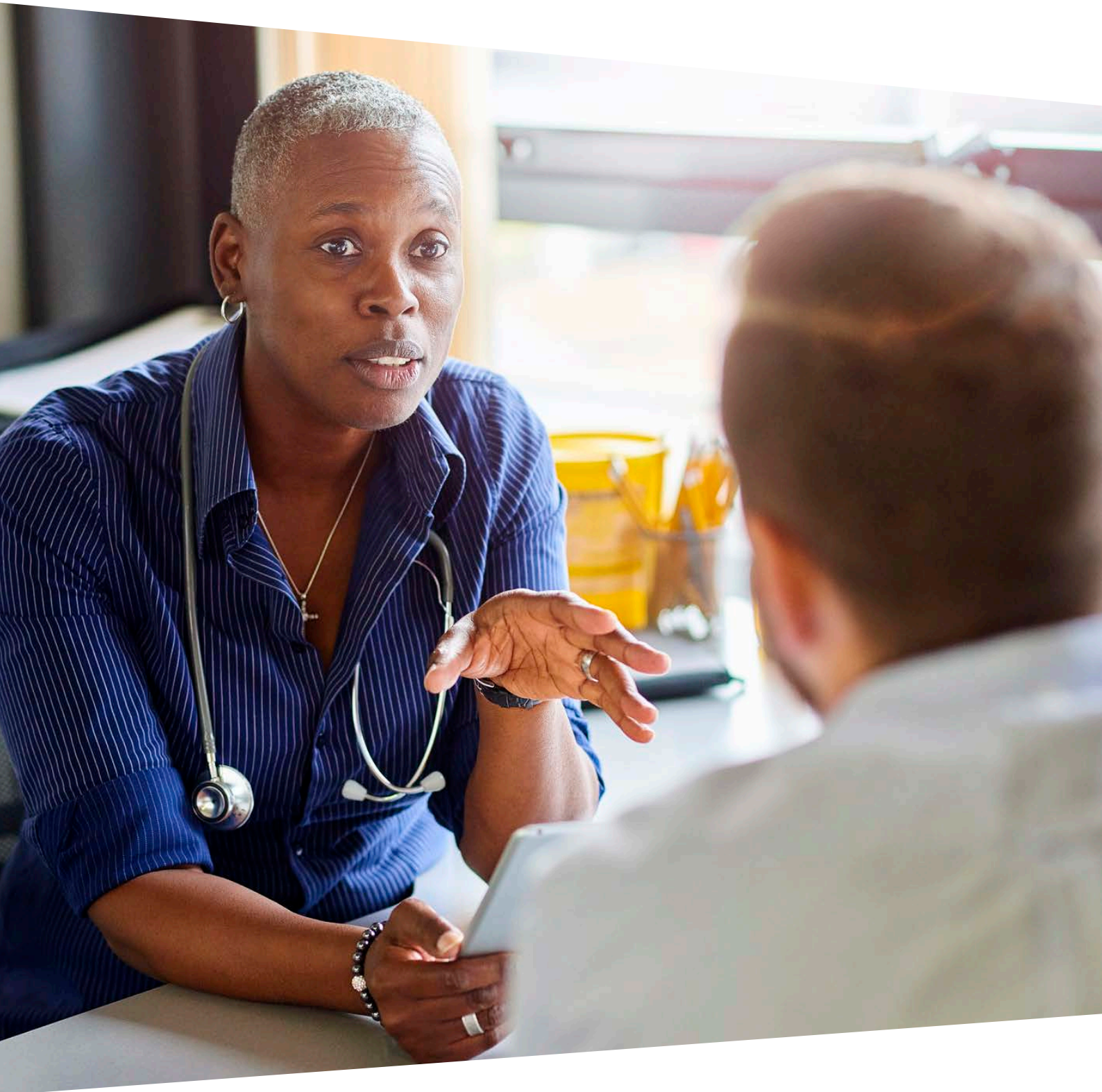
**Appointment:** Selection panels will be asked to identify appointable candidates based on merit against the competencies experience, skills and values outlined in the person specification. The preferred candidate will be approved by the ICB's Audit Chair.





**NHS**

**Frimley**



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