



Independent Non-Executive Member

Candidate briefing pack

September 2024

Welcome from the Chair

Thank you for your interest in the role of Independent Non-Executive Member at NHS Derby & Derbyshire Integrated Care Board.



I hope that this demanding, but very rewarding, opportunity catches your imagination. This is an exciting time to join our Integrated Care Board. We are now two years post-establishment, and we continue to work hard with our partners across our Integrated Care System to embed the right infrastructure to transform health and care services to meet our population's needs, establishing the right culture, behaviours and values to underpin our work as partners. Together, we have agreed our Integrated Care Strategy for Derby and Derbyshire, which sets the framework for our work, and we are now focussed on its successful delivery through the five-year Joint Forward Plan that we have developed with local NHS partners.

We are already making great progress in many areas; however, the ICB and other partners within our Integrated Care System continue to experience challenges. Whilst we have received funding increases in the NHS, our costs have risen at a higher rate, and we therefore have a financial deficit that we must address over the next two years.

We also have some significant quality, workforce, and performance challenges to address, and we must take steps collectively to improve in all these areas. Finding the right balance for the next two years between operational delivery and longer-term strategic change will be important. Above all, we need to focus our efforts on the prevention of ill health and on addressing the inequities that currently exist, and of course, our new Government will set out expectations for us in due course.

We are currently preparing for the upcoming CQC inspection regime for Integrated Care Systems and taking some time to reflect on our ICB capabilities in line with NHS England's expectations.

We are also exploring the opportunities presented to us through our new East Midlands Combined County Authority, working alongside our newly elected Mayor of the East Midlands.

We have an excellent track record in Derby and Derbyshire of successful collaboration during times of pressure on our health and care system, and we are well positioned with our Provider Collaboration, Place-based Partnerships and Primary Care Networks to continue to work together to support our vision.

This appointment is to replace one of our Non-Executive Directors and we are ideally looking for someone with a finance qualification and relevant financial and commercial experience in a Board/senior level role in a large and complex organisation. We will welcome candidates from all sectors; prior experience in the NHS or an understanding of NHS finance may be beneficial.

The ICS needs diverse, inclusive and compassionate leaders who not only reflect the community they serve, and the staff employed, but who 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 are committed to increasing the diversity of NHS Boards, and in non-executive roles nationally, it is known that women, people from 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, and so are really interested in receiving applications from people with different backgrounds, skills and experience.

For an initial conversation about this role please contact our partners at Hunter Healthcare: James McLeod by phone on 07842 424530 or by email at jmcleod@hunter-healthcare.com or Sam Cresswell by phone on 07562 650935 or by email at scresswell@hunter-healthcare.com.

Dr Kathy McLean OBE

Chair

NHS Derby and Derbyshire ICB

About the ICB

Our ICB is a partnership of local health and care organisations that have come together to plan and deliver joined up services to improve the health of people who live and work in our areas.

By working together, we are better able to tackle complex challenges, such as: improving the health of children and young people; supporting people to stay well and independent; acting sooner to help those with preventable conditions; supporting those with long-term conditions or mental health issues; caring for those with multiple needs as populations age; and getting the best from collective resources so people get care as quickly as possible.

Our ICB is an anchor institution for our staff, people and communities, providing high-quality and necessary services.

We have four overarching functions:

- improving outcomes in population health and healthcare;
- tackling inequalities in outcomes, experience and access;
- enhancing productivity and value for money;
- supporting broader social and economic development.

NHS Derby and Derbyshire Integrated Care Board is working to a **five-year delivery plan 2023-28**. You can read more about the composition of our Board and individual Board members [here](#).

We also facilitate the work of the Integrated Care System (ICS), including supporting the coordination and implementation of our **Integrated Care Strategy**.



About Derby and Derbyshire ICS

Our Integrated Care System is known as **Joined Up Care Derbyshire**. Our priority is to make improvements to the Derby and Derbyshire populations' life expectancy and healthy life expectancy levels in comparison to other parts of the country, and reduce the health inequalities that are driving these differences.

Our Places

'Place' involves commissioners, community services providers, local authorities, primary care, the voluntary and community sector, and the public working together to meet the needs of local people.

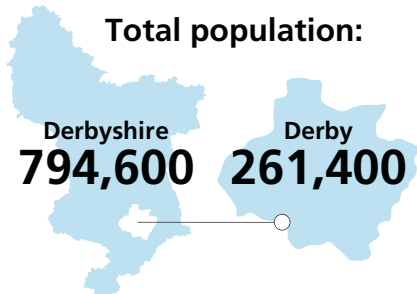
There are eight 'Place Alliances' across Derbyshire: Amber Valley; Bolsover and North-East Derbyshire; Chesterfield; Derby City; Derbyshire Dales; Erewash; High Peak and South Derbyshire

'Place' is all about empowering people to live a healthy life for as long as possible through joining up health, care and community support for citizens and individual communities. To deliver this vision we are working out what people and local communities need to stay well and what already works.

We then focus on making sure we use the resources we have to support people's wellbeing, which stretches far beyond the ability to access a hospital, see a GP or receive care in a bed.

Derbyshire is a big county with a vibrant, busy city which altogether has a population of more than one million – a big place to understand. So we have broken the whole county into eight areas and called them 'Place Alliances'. This helps make sure care and support best meets the needs of local people.

Population size



- 90,900 High Peak
- 71,500 Derbyshire Dales
- 182,300 Bolsover & North East Derbyshire
- 103,600 Chesterfield
- 126,200 Amber Valley
- 112,900 Erewash
- 261,400 Derby City
- 107,200 South Derbyshire



We serve a population of **1.06** million people

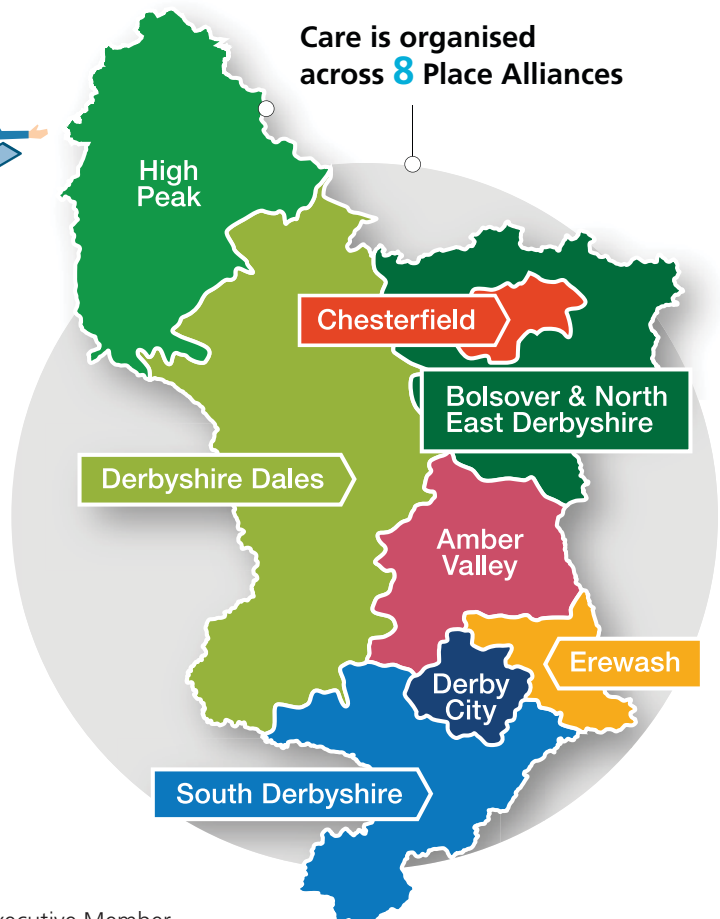


...across **114** GP practices

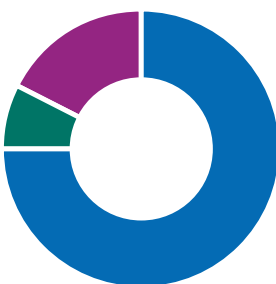


...in **15** Primary Care Networks

Care is organised across **8** Place Alliances



Financial position

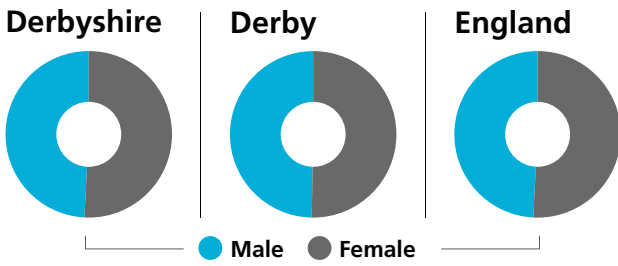


NHS funded services: **£2.9bn**

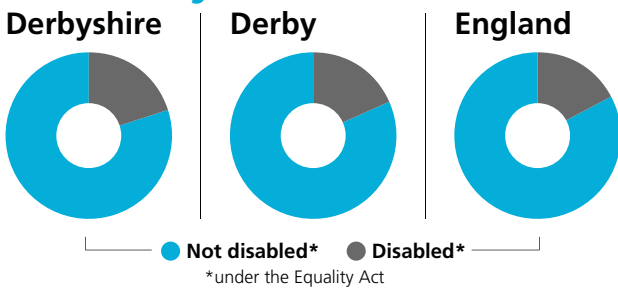
City Council: **£284m**

County Council: **£668m**

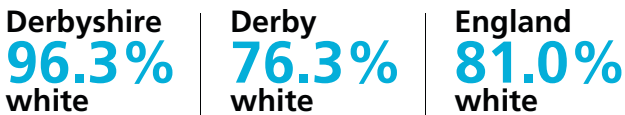
Sex



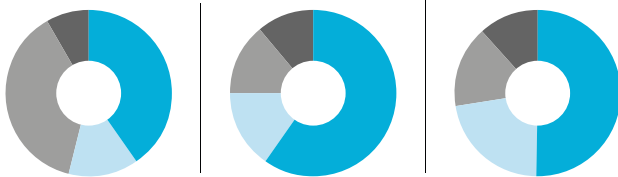
Disability



Ethnic group



The other groups are:



- Asian, Asian British or Asian Welsh
- Black, Black British, Black Welsh, Caribbean or African
- Mixed or multiple ethnic groups
- Other ethnic group



NHS Derby and Derbyshire ICB has direct responsibility for:

- the local NHS budget – planning and commissioning of services, working closely with partners across the system
- the delivery of high quality and safe local health and care services
- producing a five-year delivery plan

Our system

- | | |
|--|---------------------------------------|
| 2 Acute Trusts | 1 Ambulance Service Provider |
| 1 Community Foundation Trust | 2 Upper Tier Local Authorities |
| 1 Mental Health Trust | 2 Healthwatches |
| 1 Out of Hours and 111 Provider | 1 VCSE Alliance |



£2.9bn
for NHS funded services

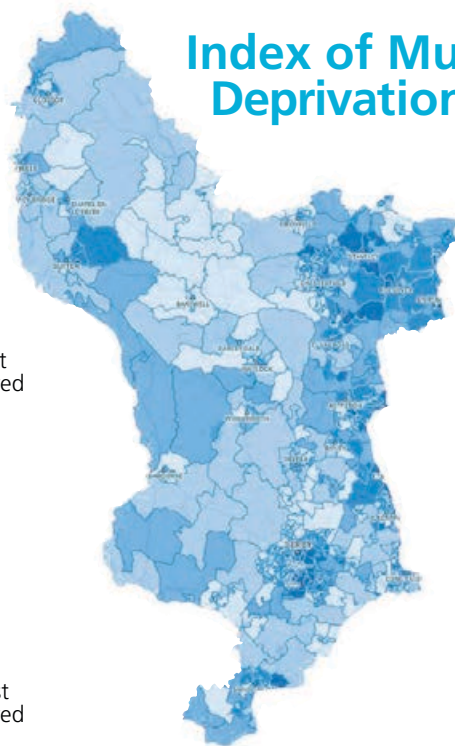


1 Provider Collaborative



A health and care workforce of **53,000** people

Index of Multiple Deprivation



Equality, Diversity and Inclusion

The Public Sector Equality Duty (PSED) of the Equality Act 2010 requires the ICB to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity
- Foster good relations.

These are often referred to as the three general aims of the PSED. Having “due regard” requires the ICBs to consider removing or minimising disadvantages, taking steps to meet people’s needs, tackling prejudice, and promoting understanding. In addition, we must publish equality information annually, demonstrating how we have met the general aims of the Public Sector Equality Duty and prepare and publish one or more equality objectives at least every four years.

ICBs recognise and value the diverse needs of the population we serve, and we are committed to reducing health inequalities and improving equity in health outcomes for local people. We are committed to embedding equality and diversity considerations into all aspects of our work, including policy development, commissioning processes, and employment practices.

We recognise that equality is about ensuring that access to opportunities is available to all and that no one should have poorer life chances because of the way they were born, where they come from, what they believe, or whether they have a disability. We believe diversity is about recognising and valuing differences by being inclusive, regardless of age, disability, gender, marriage or civil partnership status, pregnancy or maternity status, race, religion or belief, sex, or sexual orientation.

We are committed to:

- Improving equality of access to health services and health outcomes for the diverse population we serve.
- Building and maintaining a diverse, culturally competent ICB workforce, supported by an inclusive leadership team.
- Creating and maintaining an environment where dignity, understanding and mutual respect, free from prejudice and discrimination, is experienced by all and where patients and staff feel able to challenge discrimination and unacceptable behaviour.

The opportunity

Post title:	Independent Non-Executive Member
Reporting to:	ICB Chair
Accountable to:	ICB Chair
Time commitment:	On average, the role will require a time commitment of between 3 and 4 days per month. This includes meeting preparation time, occasional evening engagements and events designed to support continuous development.
Term:	The normal term of office will be three years, however this may be varied at the discretion of the Chair, based on the ICB's requirements at the time of appointment and to facilitate Board continuity.
Remuneration:	£13,000 to £16,000 per annum

Role Summary

Non-Executive Members have a shared responsibility with other members of the ICB's Board to ensure corporate accountability for the performance of the organisation, ensuring its functions are effectively and efficiently discharged and its financial obligations met.

Non-Executive Members provide an external view of the work of the ICB that is removed from the day-to-day running of the organisation, providing purposeful, constructive scrutiny and challenge to Board and/or committee discussions, and bringing their unique perspective, informed by their expertise and experience.

Key Responsibilities

As a Non-Executive Member you will:

- Work collaboratively as part of a unitary Board to shape the long-term, viable plan for the delivery of the functions, duties and objectives of the ICB and for the stewardship of public money.
- Ensure that the Board is effective in all aspects of its role and appropriately focused on the four core purposes, to: improve health 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 good governance arrangements, collaborative leadership and effective partnership working, including with local government, NHS Bodies and the voluntary sector.
- Promote 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 members of a unitary board, you will contribute to a wide range of areas, including:

STRATEGY AND TRANSFORMATION

- Setting the vision, strategy and clear objectives for the ICB in delivering on the four core purposes of the ICS, the triple aim of improved population health, quality of care and cost-control.
- Aligning partners in transforming the Long Term Plan and the People Plan into real progress

PARTNERSHIPS AND COMMUNITIES

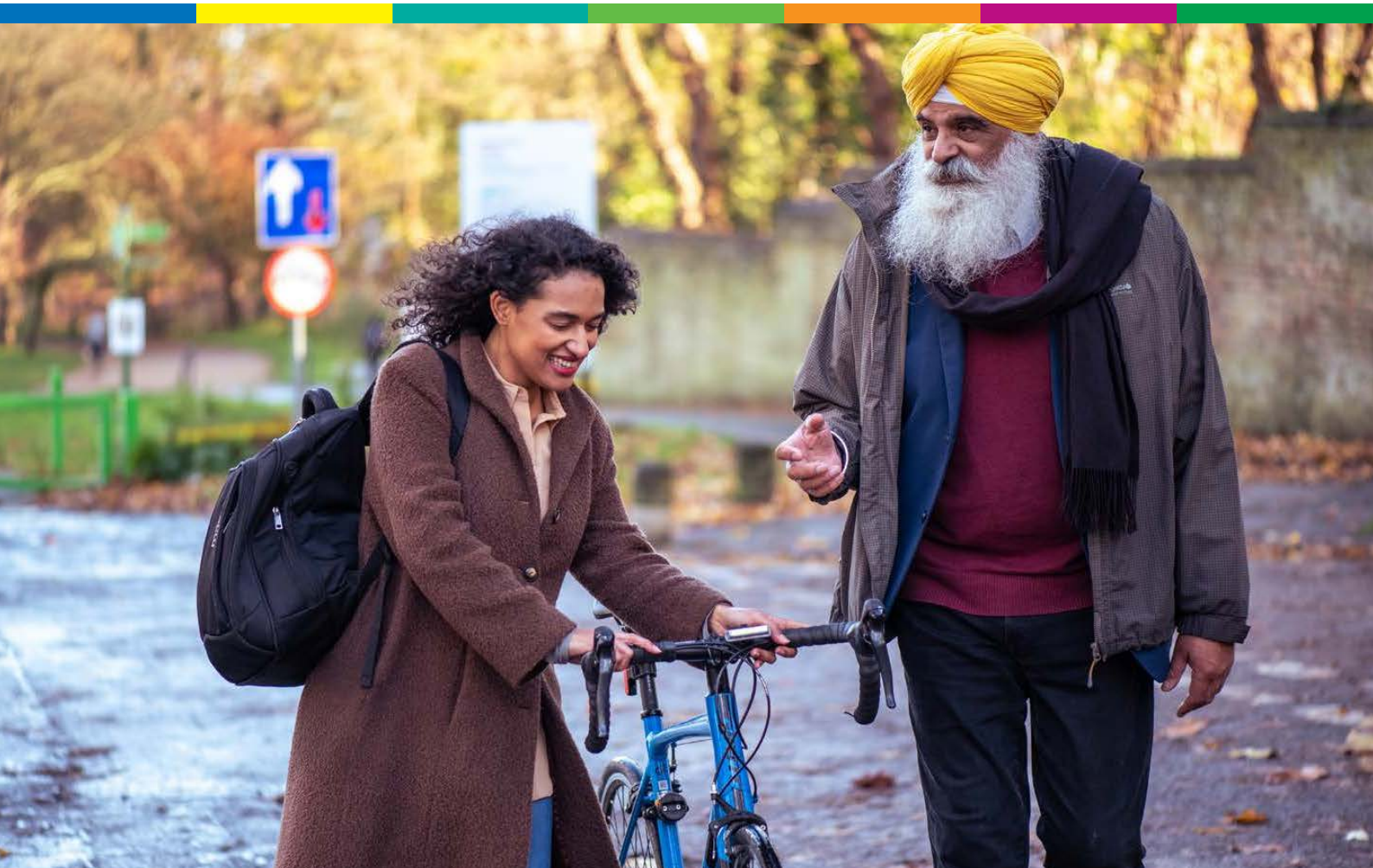
- Promoting dialogue and consensus with local government and broader partners, to ensure effective joint planning and delivery for system working and mutual accountability.
- Supporting the establishment of the ICP, developing strong relationships between the ICB Board and the ICP.
- Supporting the success of the ICP in establishing shared strategic priorities within the NHS, in partnership with local government, to tackle population health challenges and enhance services across health and social care.

SOCIAL JUSTICE AND HEALTH EQUALITIES

- Advocating diversity, health equality and social justice to close the gap on health inequalities and achieve the service changes that are needed to improve population health.
- Ensuring the ICB is responsive to people and communities and that public, patient and carer voices are embedded in all of the ICB's plans and activities.
- Promoting the values of the NHS Constitution and modelling the behaviours embodied in Our People Promise and forthcoming Leadership Way to ensure a collaborative, inclusive and productive approach across the system.

SUSTAINABLE OUTCOMES

- Oversight of purposeful arrangements for effective leadership of clinical and professional care throughout the ICB and the ICS.
- Fostering a culture of research, innovation, learning and continuous improvement to support the delivery of high quality services for all.



- Ensuring the NHS plays its part in social and economic development and achieving environmental sustainability, including the Carbon Net Zero commitment.

GOVERNANCE AND ASSURANCE

- Collectively ensuring that the ICB is compliant with its constitution and contractual obligations, holding other members of the ICB and the ICS to account through constructive, independent and respectful challenge.
- Maintaining oversight of the delivery of ICB plans, ensuring expected outcomes are delivered in a timely manner through the proportionate management of risks.
- Ensuring that the ICB operates to deliver its functions in line with all of its statutory duties, and that compliance with the expected standards of the regulatory bodies is maintained.

PEOPLE AND CULTURE

- Supporting the development of other board members to maximise their contribution.
- Providing visible leadership in developing a healthy and inclusive culture for the organisation, which promotes diversity, encourages and enables system working and which is reflected and modelled in their own and the Board's behaviour and decision-making.
- Ensuring the Board acts in accordance with the highest ethical standards of public service and that any conflicts are appropriately resolved.

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.
- You will be willing to uphold the Seven Principles of Public Life (known as the Nolan Principles).
- The successful applicant will not have an ongoing leadership role at an organisation within the same ICS footprint. You will need to stand down from such a role if appointed by the ICB.
- The Disqualification criteria for Board membership are set out at Section 3.2 of the ICB's Constitution.
- You will have strong connections with the area served by the ICB.
- You 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 roles to satisfy the experience, skills and values being sought.

Person Specification

Competency	Knowledge, Experience and Skills required
Setting strategy and delivering long-term transformation	<ul style="list-style-type: none"> ● Knowledge of health, care, local government landscape and/ or the voluntary sector. ● A capacity to thrive in a complex and politically charged environment of change and uncertainty. ● Experience leading change at a senior level to bring together disparate stakeholder interests.
Building trusted relationships with partners and communities	<ul style="list-style-type: none"> ● An understanding of different sectors, groups, networks and the needs of diverse populations. ● Exceptional communication skills and comfortable presenting in a variety of contexts. ● Highly developed interpersonal and influencing skills, able to lead in a creative environment which enables people to thrive and collaborate. ● Experience working collaboratively across agency and professional boundaries.
Leading for Social Justice and health equality	<ul style="list-style-type: none"> ● An awareness and appreciation of social justice and how it might apply within an ICS. ● Record of promoting equality, diversity and inclusion in leadership roles. ● Life experience and personal motivation that will add valuable personal insights.
Driving high quality, sustainable outcomes	<ul style="list-style-type: none"> ● Problem solving skills and the ability to identify issues and areas of risk, leading stakeholders to effective resolutions and decisions. ● Champion open, frank and disciplined discussion and be prepared to ask difficult questions.
Providing robust governance and assurance	<ul style="list-style-type: none"> ● Ideally hold a professional Financial qualification. ● An understanding of good corporate governance. ● Ability to remain neutral to provide independent and unbiased leadership with a high degree of personal integrity. ● Experience operating at Board level. ● Knowledge and understanding of financial and commercial acumen. ● Worked at senior professional financial level. ● Expertise in large organisations which could be from any sector and previous NHS experience may be beneficial.
Creating a compassionate and inclusive culture for our people	<ul style="list-style-type: none"> ● Models respect and a compassionate and inclusive leadership style with a demonstrable commitment to equality, diversity and inclusion in respect of boards, patients and staff.. ● Creates and lives the values of openness and transparency embodied by the principles-of-public-life and in Our People Promise.

How to Apply

The closing date for applications is **23:59 on Sunday 6 October 2024**.

Applications should include:

- A covering letter explaining why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post.
- A Curriculum Vitae (CV) with education and professional qualifications and full employment history. Please include daytime and evening telephone contact numbers and email addresses. The CV should include names and contact details of three referees. References will not be taken without your permission.
- A completed **Diversity Monitoring Form** and **Fit and Proper Person Monitoring Form**.

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. All applications will be acknowledged.

For an initial conversation about this role please contact our partners at Hunter Healthcare: James McLeod by phone on 07842 424530 or by email at jmcleod@hunter-healthcare.com or Sam Cresswell by phone on 07562 650935 or by email at scresswell@hunter-healthcare.com.

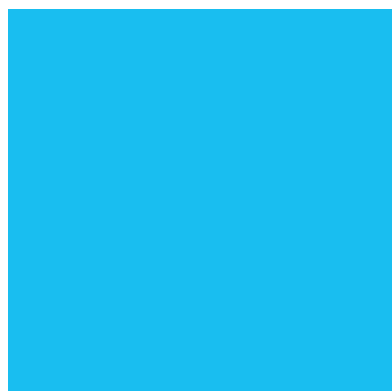
KEY DATES

Application closing date	Sunday 6 October
Stakeholder sessions	TBC
Interviews	Wednesday 23 October





Derby and Derbyshire Integrated Care Board



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