



Independent Non-Executive Directors

Candidate Information Pack

December 2024



Bath and North East Somerset,
Swindon and Wiltshire Together

HH Hunter
Healthcare

Welcome

Thank you for your interest in joining the Bath and North East Somerset, Swindon and Wiltshire Integrated Care Board (BSW ICB).

This is a truly exciting time to become part of our leadership team as we look confidently to the future and continue our work to transform how health and care services are delivered across our area.

The challenges we face—reducing health inequalities, managing increasing demand for services and innovating in a rapidly changing environment—require bold and compassionate leadership. Our work is underpinned by a collective commitment to our patients and local people, encouraging collaboration between health, social care, voluntary, community and social enterprise (VCSE) groups and the communities we serve.

This approach is particularly important as we look to build on the recent appointment of a partner to lead an innovative new community-based care partnership in our area. This collaboration, involving the NHS, local authorities and VCSE groups, is set to transform care and support services for our local communities.

The roles of Independent Non-Executive Director (NED) for Finance and Quality are central to achieving our goals.

As NED for Finance, you will bring strategic oversight and financial acumen to help us ensure value for money, sustainability, and the best possible outcomes for our population. The NED for Quality will provide critical leadership in driving improvements in patient care, championing safety, and ensuring the patient is at the heart of everything we do. Both roles are vital in shaping the future of our ICS and delivering our statutory responsibilities effectively and innovatively.

At BSW ICB, we are deeply committed to ensuring that our leadership reflects the diversity of our communities and the people who make up our workforce. We believe that inclusive and compassionate leadership drives better decision-making, fosters creativity, and strengthens trust. By bringing together a range of perspectives, experiences, and voices, we can make more informed decisions and truly meet the needs of local people.

Whether you are an experienced professional from the NHS or come from a different sector with transferable skills, we welcome your application. We are looking for individuals who are passionate about making a difference, who bring insight and energy, and who share our values of inclusion, collaboration, accountability, care and innovation

This is your opportunity to help shape a healthier future for BSW . As part of our Board, you will be making a meaningful impact, not only in the decisions we make today but in the legacy we leave for generations to come.

Thank you for considering joining our team. I look forward to the possibility of working with you to improve the health and well-being of our population.

To learn more please contact our recruitment partners Hunter Healthcare. If you would like a confidential discussion about the role contact Lauren Virot at lvirothunterhealthcare.com or 0752 586 1044.

Stephanie Elsy
Chair
Bath and North East
Somerset, Swindon and
Wiltshire ICB



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 well-being and reduce inequalities.

We will deliver this vision by prioritising three clear objectives:

- Focus on prevention and early intervention
- Fairer health and well-being 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, BSW will deliver our Integrated Care Strategy over the period 2023 – 2028.

THE AREAS WE COVER



**1 million adults
& children**



**Covering 1,500
square miles**



**Cities, towns
& rural areas**

Vision and Values

‘Working together to empower people to lead their best life’ is the one, unified **vision** for our organisation and all our partners working together across Bath and North East Somerset, Swindon and Wiltshire.

And, developed by colleagues across the organisation, our five **core values** underpin the way we work and help to guide our actions and the decisions we make for our people and communities.

The result we want to achieve through our vision informs the present and inspires the action needed to make change happen.

It is underpinned by three core principles:

- **Collective voice** – working together as a collaboration and one whole system
- **Healthy communities** – empowering people to lead on their health with their families, their communities and health professionals
- **Stories and strengths** – holding people’s strengths, stories and experiences, and what matters to them at the heart of our system



Caring



Innovative



Inclusive



Accountable



Collaborative



Our Integrated Care System

Bath and North East Somerset, Swindon and Wiltshire Together is an Integrated Care system that brings NHS organisations together with local authorities and other partners to work to improve population health and establish shared strategic priorities.

Our Integrated Care Strategy sets out BSW Together’s ambition as partners working across the health, social care, voluntary and other sectors to support the people of BSW to live happier and healthier for longer. Importantly, therefore, this is a strategy for us all, not just the NHS.

We cannot help BSW residents to improve their health and well-being by working in silos – we can only do so by working together.

The strategy has been informed by existing strategies, such as local authorities’ Joint Local Health and Well-being Strategies, as well as

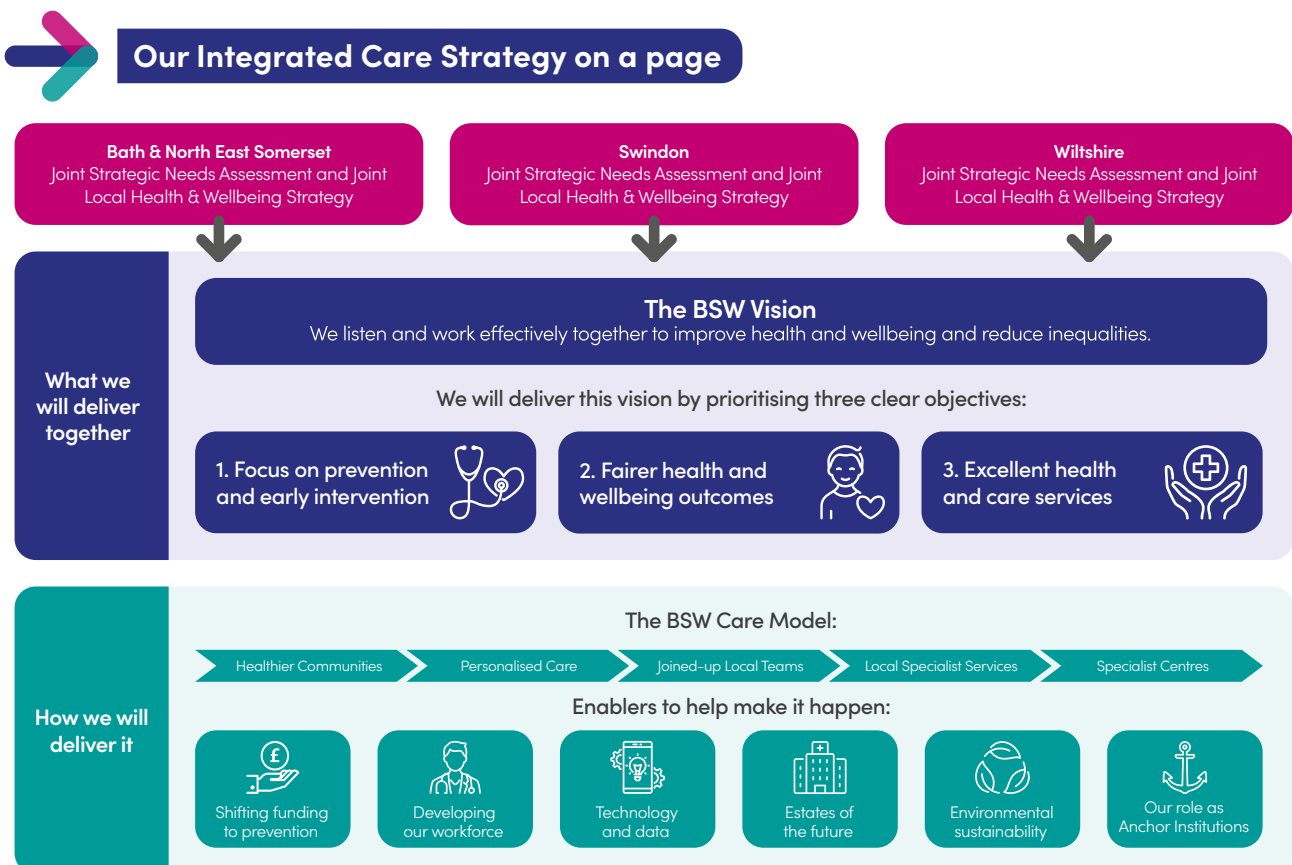
conversations with partners and the public on many different topics and in many different forums across BSW. It provides a vision for the next five years, uniting partners behind three clear objectives. These are:

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

The intention is for the strategy to continue to evolve over the coming years as we hear and learn more from local people and our colleagues who deliver our services. Crucially, this strategy is not just about serving our residents, it is about working with them as active partners.

Click the following links to find out more:

- [Integrated Care Strategy](#)
- [Executive Summary](#)



Role Description

KEY PRIORITIES

All independent non-executive directors (NEDs) of the BSW ICB Board 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 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 the ICB's and the BSW system's governance arrangements, collaborative leadership and effective partnership working, including with local government, NHS bodies and the voluntary 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, and Emergency Preparedness, Resilience and Response (EPRR).
- Play a key role in maintaining and assuring relevant statutory arrangements for the ICB and the system, so that both can deliver their statutory duties and responsibilities. This includes assuring the ICB's ability to receive and deliver delegated commissioning functions from NHS England.

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 continuous development 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.

Governance and assurance

- Collectively ensuring that the ICB is compliant with its constitution and contractual obligations, holding 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.

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.

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.

Accountabilities

The independent 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.

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 |
| Providing robust governance and assurance | <ul style="list-style-type: none"> ● An understanding of good corporate governance ● Ability to remain neutral to provide independent and unbiased leadership with a high degree of personal integrity ● Experience contributing effectively in complex professional meetings at a very senior level |
| Creating a compassionate and inclusive culture for our people | <ul style="list-style-type: none"> ● 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 |

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 applicants will not have an ongoing leadership role (hold positions or offices) at an organisation within the same ICS footprint. You will need to stand down from such a role if appointed to the ICB independent non-executive member role.

Elected officials including MPs and members of councils are excluded from the ICB independent non-executive member role.

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

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. 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.

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 55¹

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.

¹ 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)

Annex 1: Independent NED (Finance)

Responsibilities and Competencies

You will work alongside the Chair, other non-executives, executive directors and partner members and as equal member 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 on page 8.

Required: Demonstrable skills and considerable expertise of working in or with challenged organisations; and of navigating complex operating environments which may include a complex provider landscape, complex political contexts, and an evolving legislative and regulatory environment. Previous experience thorough understanding of NHS finance will be an advantage.

As the independent NED Finance, you will

- Chair the ICB's Finance committee.
- Provide and impartial independent view of, and constructive challenge to, the ICB's and the BSW system's approach to developing strategic, operational and financial plans, in-year financial management, monitoring of ICB and system financial performance, and major or strategic business cases for investment.
- Be a member of and attend ICB Board and committee meetings as required.
- Have specific expertise as an experienced finance professional with a proven track-record in the financial management in a large and complex organisation.
- Have a recognised financial qualification.
- 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.
- Maintain the committee's independence as a source of assurance to the Board.
- 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.

Annex 2: Independent NED (Quality)

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, 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, including 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.



How to apply

The closing date for applications is **20 January 2025**.

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 **Equal Opportunities 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.
- A completed **Eligibility Form**

All applications should be sent to: applications@hunter-healthcare.com. All applications will be acknowledged.

To learn more please contact our recruitment partners Hunter Healthcare. If you would like a confidential discussion about the role contact Lauren Virod at lvirod@hunter-healthcare.com or 0752 586 1044.

KEY DATES:

| | |
|---------------------------------|----------------------|
| Application Deadline | 20 January 2025 |
| Longlisting | 23 January 2025 |
| Shortlisting | 6 February 2025 |
| Stakeholder events & Interviews | w/c 10 February 2025 |





Bath and North East Somerset, Swindon and Wiltshire

Integrated Care Board



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Bath and North East Somerset,
Swindon and Wiltshire Together