



Non Executive Director

(Audit & Risk Management
Committee Chair)

Candidate Information Pack

February 2025



We value, prioritise, and promote equality, diversity and inclusion with a commitment to equity of opportunity for all. We believe that the best Boards are those that reflect the communities they serve.

We also prioritise team health and well-being and the principles of compassionate and collaborative leadership in our 'ways of working'. All postholders will have a key role in promoting, demonstrating, and nurturing this culture.

Appointments will be made based on merit, following the completion of a fair and open process, so that the best people from the widest possible pool of applicants are appointed.

Welcome

Thank you for your interest in finding out more about our Non-Executive Director role on the NHS Sussex Integrated Care Board. This is a great opportunity to help make a difference and deliver improvements to the health and care of the population we serve.

Sussex is a large and complex system with 1.7 million people living in West Sussex, East Sussex and Brighton & Hove. Sussex has an older than average population and a broad range of health and care needs. There is also a 14-year difference in life expectancy between our most deprived coastal communities, isolated rural areas, ethnic communities in Crawley, diverse communities in Brighton & Hove, the commuter towns around the main railway lines to London and the more affluent areas of Mid Sussex or around Horsham.

Our Sussex health and care system has been on a long journey of improvement over the last 8 years and has evolved from being one of the least developed and most challenged systems in the country to one of the most improved and progressive. Although specific operational and financial challenges still exist, our ambition is to take the next step from being a good system to a great system.

We are well-positioned to achieve this as the NHS in Sussex has substantial scale with expenditure of over £4.3 billion per year through our seven NHS Trusts, 156 GP Practices, 293 community pharmacies, 312 dental contracts and 164 optometrist services. Sussex also has 3 upper tier local authorities, 12 District & Borough Councils, three Universities, a Medical School, a VSCE Alliance and a Hospice Alliance, who are all critical system partners.

Furthermore, Sussex has an agreed system-wide integrated care strategy called **Improving Lives Together** and our system partners are now considering how to align their services around 13 Integrated Community Teams across Sussex. Our strategy is consistent with the Government's ambitions to create a 'Neighbourhood Health Service' and deliver three big shifts in healthcare from hospital to community, from analogue to digital and from treatment to prevention.

So, we are confident that we have the clarity of strategic direction and all the components required to build new, integrated and affordable models of care to improve the health outcomes and reduce the health inequalities for our population over the next three years. We also recognise that this will need strong clinical leadership, multi-disciplinary working, data-driven insight and robust resource prioritisation to fulfil our ambitions.

As we drive forward this work, I'm looking to attract an exceptional Non-Executive Director, who not only shares our values and ambitions, but who can also bring a diverse range of skills, experience and thinking to help us shape and deliver these plans.

For an initial conversation about the post, please contact Rhiannon Smith or Jenny Adrian at our recruitment partners, Hunter Healthcare by email: jadrian@hunter-healthcare.com or phone: 07939 250362. I look forward to receiving your application.

Stephen Lightfoot
Chair of NHS Sussex



Operating Context

The Health and Care Act 2022 introduced significant changes to the organisation and delivery of health and care services in England.

This formalised the establishment of Integrated Case Systems (ICS) as partnerships between the providers and commissioners of NHS, social care and public health services to plan the delivery of health and care services with other local partners to meet the needs of their local population. This also represented a significant policy shift away from the previous legislative focus on competition to a new framework that supports collaboration between organisations.

Each ICS is required to have two important components:

- **An Integrated Care Partnership (ICP)** which is a statutory joint committee between the NHS and local government in that area. The ICP is expected to bring a wide range of partners together beyond the NHS and Local Authorities, to agree the broader health, public health and social care needs of that population and to approve a single Integrated Care Strategy with the priorities for that ICS.
- **An Integrated Care Board (ICB)** which replaced the previous Clinical Commissioning Groups and is responsible for the commissioning, allocation of financial resources and performance of NHS services in that area to deliver the Integrated Care Strategy set by the ICP, whilst providing strong and collaborative leadership of the system.

Each ICS is also expected to fulfil four core purposes:

- Improve population health outcomes
- Reduce health inequalities in access, experience and outcomes
- Enhance productivity and value for money
- Support social and economic development

A total of 42 ICBs were established across England on 1 July 2022, including the NHS Sussex Integrated Care Board. Although there is a common legal framework, a permissive approach was adopted so that each ICS could establish itself according to the size and needs of their population, the number of partners and the local government arrangements in that geographical area. As a result, each ICS has a different composition and approach.

A new Government was elected on 4 July 2024 with an overwhelming mandate to “fix the NHS”. A major public consultation is now ongoing to develop a new 10 Year Health Plan and deliver three big shifts in healthcare from hospital to community, from analogue to digital and from treatment to prevention.

With significant waiting lists and waiting times to access key services, the political and public scrutiny of NHS performance has never been higher, so strong system leadership, clear strategic direction, data-driven prioritisation, operational grip and the inclusive engagement of staff, patients, stakeholders and the wider public are essential prerequisites for the success of any system in the current NHS operating environment.



About Us

The Sussex System is one of the largest and most complex systems in England, serving a population of 1.7 million people living in Brighton & Hove, East Sussex and West Sussex (the system's three 'places').

Our Sussex population is older than average, with 21% of our population aged over 66 and an expected 32% growth in people aged over 85 by 2030. Sussex has some of the most deprived and some of the least deprived areas in the country and there is a 14-year difference in life expectancy depending where and how people live.

Our Sussex System currently has the following four statutory partners, although this could potentially change as our local government partners consider the options for devolution:

- NHS Sussex Integrated Care Board
- Brighton & Hove City Council
- East Sussex County Council
- West Sussex County Council

The NHS in Sussex has 7 NHS and Foundation Trusts (with an emerging Provider Collaborative), 156 GP Practices (with a Primary Care Provider Collaborative), 293 community pharmacies, 312 dental contracts and 164 optometrist services, who employ a total of over 43,000 NHS staff. A Sussex NHS Committee in Common has also been established, with senior leaders from all of the above partners and chaired by the Chair of NHS Sussex, to lead the clinical and financial transformation of the Sussex System.



Other critical system partners include over 10,000 voluntary & community organisations (who work together through the Sussex VCSE Alliance), over 700 nursing homes, 12 District & Borough Councils, 7 hospices (who work together through the Sussex Hospice Alliance), 3 Universities, a Medical School and 3 Healthwatch organisations.

The NHS Sussex Integrated Care Board, or NHS Sussex as we prefer to call ourselves, is the strategic commissioner and system leader responsible for allocating over £4.3 billion of public money to our NHS and system providers effectively to improve the health outcomes and reduce the health inequalities of the 1.7 million people living in Sussex.

The membership of the NHS Sussex Board includes a Non-Executive Chair, a Chief Executive Officer, six Executive Members, six Independent Non-Executive Members and 6 Partner Members (ie GP, CEO of NHS Trust, CEO of Mental Health Trust, Director of Public Health, Director of Adult Social Services and Director of Children's Services).

NHS Sussex completed a major change programme in 2024 and introduced a new operating model to implement our **Improving Lives Together** strategy within a reduced running cost allowance. A highly capable executive committee and senior leadership team are in place to lead the NHS Sussex organisation of around 800 staff. A major development programme called 'Commissioning for Improving Lives Together' has been initiated to develop the skills, culture and ways of working to deliver our responsibilities.

Further details of NHS Sussex and its Board can be found [here](#).

Our Strategy

Our Integrated Care Strategy *Improving Lives Together* was approved by the Sussex Health & Care Assembly, our ICP, in December 2022.

This was the culmination of several months' work with all our system partners and the proactive engagement of over 3,000 members of the public across Sussex. This was then followed up with the development of our annual Shared Delivery Plan (SDP) by all system partners, with the Year 1 SDP approved by the NHS Sussex Board in July 2023 and the Year 2 SDP approved in June 2024. This includes a series of immediate, long-term, continuous and place-based priorities with specific, time-bound deliverables.

This strategy was developed to improve the health of people living in Sussex and reduce the health inequalities that exist so that everyone can get the high quality care they need, when and where they need it, within the public funding provided by the Government.

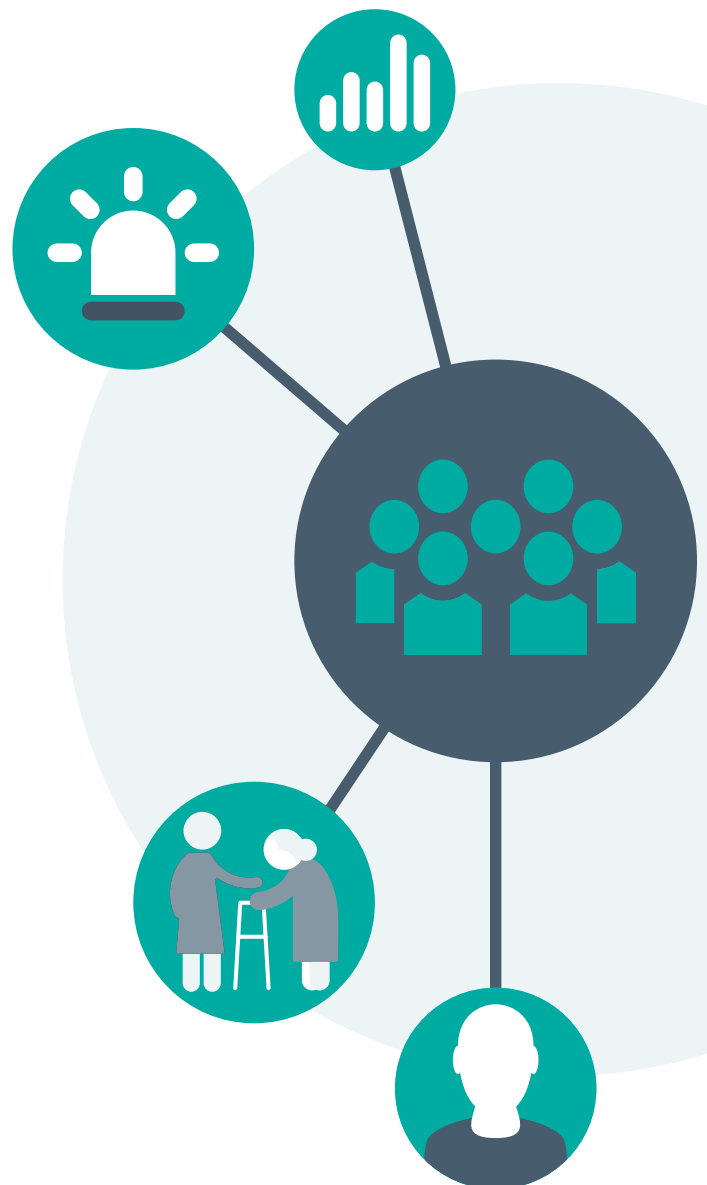
Our ambition is for people to thrive and be the best they can be; to be healthier and feel supported; and to have the best possible services available to them when needed. This will require all our system partners to work in partnership and change the way we operate to deliver the three core components of our strategy over the next five years:

- Building integrated community teams and local partnerships in Brighton & Hove, East Sussex and West Sussex to enable different services and organisations to work together in a joined-up way to better meet the needs of each local community. These 13 multi-disciplinary teams will provide more care at or close to where people live.
- Growing and supporting our Sussex health and care workforce by attracting more people to work in health and care, as well as developing the skills and careers of our existing staff regardless of which health and care organisation they work for in Sussex.
- Improving the use of digital technology and information to help join-up our services so people only need to tell their story once and improve our productivity to reduce waiting times more quickly and enable people to access advice or care more easily.

Our strategy is consistent with the Government's ambitions to create a 'Neighbourhood Health Service' and the 'three shifts in healthcare' mentioned above, so we are pressing ahead with the delivery of our SDP to improve our immediate and long-term performance.

Further details of our Improving Lives Together strategy can be found [here](#).

Further details of our Year 2 Shared Delivery Plan can be found [here](#).



Our Values

NHS Sussex is a values-based organisation that proudly embeds the values from the NHS Leadership Competency Framework into everything we do. Our priority is to ensure all our staff embody the same values and behaviours, which are:

Working together for our patients

- We prioritise a collaborative approach that brings multiprofessionals together that ensures transformative change is made for our population of Sussex.

Through Collaboration, Agency and Transformation

Respect and dignity

- We value every person as unique individuals no matter their background. We listen and ensure every voice is heard, operating with high levels of trust and appreciation for others.

Through being Valued, Appreciation and Trust

Commitment to quality of care

- We set high standards of ourselves and we speak up when things go wrong and know that we are safe and supported in raising concerns.

Through Speaking Up, feeling Safe and Excellence

Compassion

- We ensure that compassion is central to what we do, in the work for our patients and our staff that responds with kindness and humility. We recognise and act on the small things that make a big difference to people.

Through Kindness, Humility and being People Centric

Improving lives

- We actively support innovation and learning that ensures we are commissioning to improve the lives of our population in Sussex.

Through Listening, Learning and Innovation

Everyone counts

- We ensure that no one is excluded and that no one feels discriminated against or disadvantaged and that everyone is treated with equal respect and importance.

Through Innovation, Equity and Recognition



The Opportunity

Priorities

NHS Sussex Independent Non-Executive Directors will:

- work collaboratively to shape the long-term, viable plan for the delivery of the functions, duties, and strategic objectives of NHS Sussex; determine strategy and priorities; identify and mitigate risks; and ensure the effective stewardship of public money
- ensure that the Board is effective in all aspects of its role and appropriately focused on its four core purposes, namely to: improve outcomes in population health; reduce inequalities in access, experience and outcomes; enhance productivity and value for money, and support broader social and economic development
- be champions of robust governance, collaborative leadership and effective partnership working, including with local government, NHS bodies, voluntary sector, education and local communities
- support the NHS Sussex Chair and the wider Board on issues that impact organisations and workforce across the Sussex system, such as integration, productivity, digital transformation and emergency preparedness, resilience and response
- play a key role in ensuring that NHS Sussex meets its statutory duties and builds strong partnerships with system partners

Accountabilities

NHS Sussex Independent Non-Executive Directors will:

- be accountable to the NHS Sussex Chair
- have designated areas of responsibilities, as agreed with the NHS Sussex Chair
- have a collective responsibility with the other members of the unitary NHS Sussex 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

Responsibilities

The successful candidates will work alongside the Chair, other Non-Executive Directors, Executive Directors and Partner Members as equal members of the unitary NHS Sussex Board. Each Non-Executive Director will also be expected to chair and/or be a member of at least two Board committees. All Board members will bring independent and respectful challenge to the plans, aims and priorities of NHS Sussex, as well as promoting open and transparent decision-making to facilitate consensus and deliver the best possible outcomes for our population.

Experience

We are looking to appoint a new Chair of the Audit & Risk Management Committee and are looking for someone with a strong background in strategic finance, at or close to board level, gained within a large and complex organisation.

In addition, the successful candidates will be able to use their lived experience of being a patient, carer or service user, together with an understanding of the different needs and inequalities that exist in our local communities across Sussex, to help inform the work of the Board.



Person Specification

Driving high quality, sustainable outcomes

- Problem-solving skills and the ability to identify issues and areas of risk, leading stakeholders to effective resolutions and decisions.
- Strategic planning experience in a complex environment with multiple partners that has achieved meaningful outcomes.

Setting strategy and delivering long term transformation

- Knowledge of health, care, local government and/or the voluntary sector.
- A capacity to thrive in a complex and politically charged environment of change and uncertainty.
- Experience of leading change and organisational development at a senior level to bring together disparate stakeholder interests.
- Successful implementation of transformation programmes leading to productivity improvements in a complex business environment.

Promoting equality and inclusion, and reducing health inequalities

- Awareness and appreciation of social justice and how it might apply within the Health and Care system.
- Record of promoting equality, diversity, and inclusion in leadership roles.
- Life experience and personal motivation that will add valuable insights and perspectives.

Providing robust governance and assurance

- Understanding of good corporate governance.
- Ability to remain neutral to provide independent and unbiased leadership with a high degree of personal integrity.
- Experience in contributing effectively to complex professional meetings at a very senior level.

Creating a compassionate, just and positive culture

- 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.

Building trusted relationships with partners and communities

- 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 of working collaboratively across agency and professional boundaries.

Additional requirements for the Chair of the Audit & Risk Management Committee

You will:

- Have a recognised financial qualification.
- Have recent, relevant financial management experience in a large and complex organisation.
- Have experience of operating at a senior or board level.
- Have an excellent working knowledge of audit committee practices and risk management frameworks.
- Demonstrate independent and proactive leadership with confidence and integrity.
- Champion open, frank and disciplined discussion and be prepared to 'ask the difficult questions'.

Role Description

The Audit & Risk Management Committee is accountable to the Board and provides an independent and objective view of NHS Sussex compliance with its statutory responsibilities.

The role of the Committee is to seek assurance that financial reporting and internal control principles are applied, and to maintain an appropriate relationship with the auditors, both internal and external. The Committee provides advice to the Board about the reliability and robustness of internal control processes. In addition to sharing the responsibilities as a Member of the unitary NHS Sussex Board, the Chair of the Audit & Risk Management Committee also has these additional responsibilities:

- Provide leadership and vision to the Audit & Risk Management Committee to ensure that it is effective in its role and that robust internal control systems are in place and operating effectively
- Bring independent financial acumen to the work of the Audit & Risk Management Committee across its governance, risk management, assurance and internal control functions
- Ensure the committee identifies key risks in implementing its strategy; determine its approach and attitude to providing effective oversight of those risks and ensure there are prudent controls to assist in managing risk
- Set an integrated agenda relevant to the current operating environment, taking full account of the important strategic issues it faces and aligning with the annual planner for the Board and other committees
- Build and maintain relationships with key audit committee stakeholders, such as the board chair, the chief executive, finance director and internal and external auditors, including regular meetings with each as part of the process of developing the agenda and preparing for each committee meeting
- 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
- Guard the committee's independence as a source of assurance to the Board and lead 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 safeguards are in place to allow staff and other individuals, where relevant, to raise, in confidence, concerns about possible improprieties in matters of financial reporting and control, clinical quality, patient safety or other matters. These processes should also reassure individuals raising concerns that they will be protected from potential negative repercussions
- Develop a committee that is genuinely connected to and assured about staff and patient experience, as demonstrated by appropriate feedback and other measures;
- Oversee the professional development of the members and ensuring that they have the right information to perform their roles.

The Audit & Risk Management Committee chair will also be appointed as the Conflicts of Interest Guardian. In collaboration with the NHS Sussex governance lead, their role is to:

- Act as a conduit for members of the public and members of the partnership who have any concerns with regards to conflicts of interest
- Be a safe point of contact for employees or workers to raise any concerns in relation to conflicts of interest
- Support the rigorous application of conflict of interest principles and policies
- Provide independent advice and judgment to staff and members where there is any doubt about how to apply conflicts of interest policies and principles in an individual situation
- Provide advice on minimising the risks of conflicts of interest.

How to apply

The closing date for applications is **17 March 2025**.

All applications must include:

- A full and updated CV, which includes your contact details and email address.
- A personal statement of no more than two sides of A4, which should explain why you are interested in applying for the role and how you believe you meet the requirements set out in the person specification.
- Contact details of referees to cover the last six years (who will not be contacted without your permission).
- A completed **Diversity Monitoring Form** and **Fit and Proper Person Monitoring Form**.

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

For Further Information

NHS Sussex will be holding a joint webinar with Sussex Partnership NHS Foundation Trust on the respective NED recruitment campaigns. This is an opportunity to hear from the Chairs of both organisations and some of the other Board members. To register your interest in attending please email Helen Howard at hhoward@hunter-healthcare.com.

For an informal conversation about the post, please contact Rhiannon Smith or Jenny Adrian at our recruitment partners, Hunter Healthcare by email: jadrian@hunter-healthcare.com or phone: 07939 250362.

Key Dates

EVENT	DATE
Webinar	6 March 2025 (5.00-6.00 pm)
Closing date	17 March 2025 at 12 noon
Shortlisting	25 March 2025
Interviews	4 April 2025



Additional information

The Selection Process

Applications will be assessed on merit, as part of a fair and open process, from the widest possible pool of candidates. Information provided by applicants will be relied upon to assess whether sufficient personal responsibility and competence have been demonstrated in previous/other roles to satisfy the experience, skills and values outlined.

Feedback from the preliminary assessment activity will be provided to the selection panel, which will agree on the applicants to be shortlisted.

At the final interview stage, candidates will be asked to make a short presentation to assist the selection panel in assessing your understanding of the role and the local context, together with your motivations for applying. The formal interview will be up to one hour's duration, and the panel's competency-based questions will be informed by the requirements of the role and the provisions of the person specification.

The selection panel's preferred candidate will be referred to NHS England for final endorsement.

Terms of Appointment

Remuneration is determined nationally. A consistent base-level remuneration will be applied to all Non-Executive Director positions, which is currently equivalent to £16,000 per year, plus £1,500 per year for chairing a Board committee. The term of office will be for up to three years from appointment.

Successful candidates will have considerable flexibility to decide how they manage the time needed to undertake their role. On average, the role will require a minimum of four days per month, including preparation time, the occasional evening engagement and specific events intended to support your continuous development.

All NHS board members are required to comply with the **Nolan Principles of Public Life** and meet the **Fit and Proper Persons requirements**.

Eligibility

To be eligible for appointment you will:

- be able to demonstrate that you meet the requirements of the Fit and Proper Persons Test and that you have no substantial conflicts of interests that would interfere with your ability to be independent and offer an impartial perspective
- not have an ongoing leadership role (i.e. hold positions or offices) within one of the partner organisations in the Sussex Health and Care system – **you will need to stand down from any such role if appointed to NHS Sussex**
- ideally, have strong connections with the communities of Sussex.

Elected officials, including MPs and Councillors, are excluded from the NHS Sussex independent Non-Executive Director role.

Given the significant public profile and responsibility associated with senior NHS roles, it is essential that those appointed inspire the confidence of the public, patients, and staff at all times. We will undertake a number of background checks to ensure that those we appoint are, in all respects, 'fit and proper' people to hold these important roles.

We value and promote diversity and are committed to equality of opportunity for all. We believe that the best boards are those that reflect the communities they serve. We also want to increase the diversity of our NHS leadership and encourage applications from groups we know are under-represented in the most senior of roles.



Floor 2, Berkshire House
168-173 High Holborn, London WC1V 7AA

T: 020 7935 4570
E: enquiries@hunter-healthcare.com