

Hertfordshire and West Essex Integrated Care Board



Non-Executive Member

Candidate information pack

March 2025

Welcome

Thank you for your interest in the role of Non Executive Member for the Hertfordshire and West Essex Integrated Care Board.

We are at a pivotal moment, navigating increasing demand, financial constraints, and an evolving policy landscape. We are seeking a Non-Executive Member (NEM) to join our Board and help shape the future of health and care in our region.

Our mission is about ensuring that everyone in Hertfordshire and West Essex, regardless of their postcode or income, has the chance to live a longer, healthier life. It's about shifting our focus from treating illness to preventing it – keeping people well, out of hospital, and in control of their health. With an ageing population and rising demand for services, we need a sustainable, efficient, and proactive approach that enables people to live independently for as long as possible.

We recognise that lived experience is as valuable as professional expertise. Whether you bring experience as a community leader, a patient advocate, or have personally navigated health and care services, your perspective will be vital in shaping our work.

This role offers an exciting opportunity to influence the strategic direction of the ICB, ensuring that our system works for all communities, delivering high-quality, sustainable care. We are looking for an individual with a strong commitment to reducing inequalities and improving population health.

You will work collaboratively with senior leadership colleagues to ensure effective governance, oversight, financial stewardship and the delivery of high-quality, person-centred services. You will champion strong partnership working across the NHS, local government, and the voluntary sector, helping to drive system-wide improvements that benefit all communities.

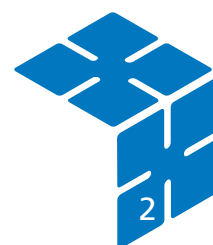
We particularly welcome candidates who understand the challenges faced by those from underrepresented backgrounds, people living in areas of deprivation, or those with experience of mental health conditions, long-term physical conditions, disabilities and those with expertise in addressing the needs of diverse communities.

We welcome applications from individuals with experience in audit and risk, human resource management, service transformation, oversight of quality and performance, and system leadership. Equally important is a commitment to reducing health inequalities and improving outcomes for residents.

For an informal conversation about the post, please contact Jenny Adrian at our recruitment partners, Hunter Healthcare by email: jadrian@hunter-healthcare.com or phone: 07939 250362 or James McLeod by email jmcleod@hunter-healthcare.com or phone: 07842 424530.

Rt Hon Paul Burstow

Independent Chair
NHS Hertfordshire and West Essex ICB



About Us

NHS Hertfordshire and West Essex Integrated Care Board (ICB) was established on 1 July 2022, as a result of the Health and Care Act 2022.

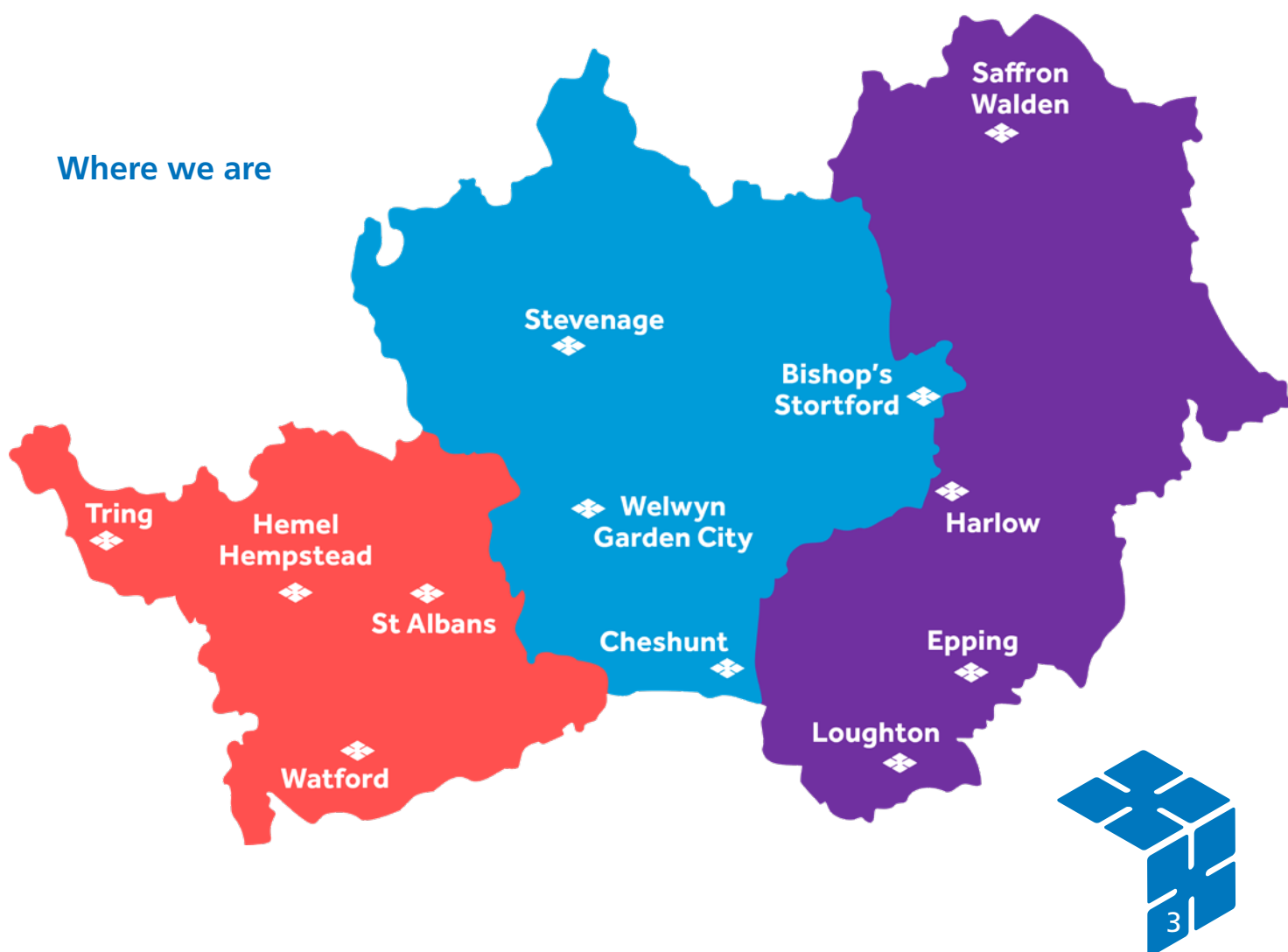
The ICB is responsible for planning and overseeing most of the health services used by the 1.6million people who live in Hertfordshire and West Essex. We hold a budget of £3.77bn for those NHS services and we make sure that care is high quality and that people get access to the services they need.

Hertfordshire and West Essex is an attractive place to live and work, with a growing and increasingly diverse population. While many of our residents enjoy good health, there are stark inequalities in life expectancy and access to services across different communities. Addressing these disparities is a key focus for the ICB, alongside ensuring that services remain sustainable and responsive to future challenges.

Our role is to:

- Improve the general health and well-being of Hertfordshire and West Essex residents, and improve health and care services in the area
- Tackle the inequalities which affect people's physical and mental health, such as their ability to get the health services they need and the quality of those services
- Get the most out of local health and care services and make sure that they are good value for money
- Help the NHS to support social and economic development in Hertfordshire and West Essex.

Where we are



Priorities and Transformation Agenda

The ICB's Medium-Term Plan (MTP) sets out a clear vision for health and care transformation, underpinned by three key shifts:

- 1. From reactive to proactive, community-based care** – Moving beyond hospital-based interventions to prevention-led, locally delivered care that keeps people healthier for longer.
- 2. From fragmented care to integrated, person-centred services** – Strengthening collaboration between NHS providers, local government, and the voluntary sector to create seamless, joined-up support for individuals.
- 3. From institution-led services to patient empowerment and digital innovation** – Using data-driven insights and technology to support self-management, improve access, and enhance efficiency.

To achieve these goals, the ICB has set five priority areas:

- **Reducing health inequalities** by using data-driven insights and community-based solutions to bridge the gap in life expectancy and years lived in good health.
- **Improving urgent and emergency care** by expanding same-day access and anticipatory care models to reduce unnecessary hospital admissions.
- **Strengthening mental health services** by improving early intervention, crisis support, and local provision to reduce out-of-area placements.
- **Recovering elective care services** to address waiting times for diagnostics, surgery, and specialist treatment.
- **Enhancing services for children and young people** by reducing delays in accessing paediatric and special educational needs services.

Additionally, the ICB is committed to delivering care closer to home, with Health and Care Partnerships (HCPs) and Provider Collaboratives playing a central role in tailoring services to local needs. This includes the delegation of adult community health services, district nursing, and occupational therapy, ensuring more integrated care pathways.

Ultimately, success will be measured by fewer avoidable hospital admissions, a reduction in health inequalities, and an increase in years lived in good health. We want to move at pace from reactive, hospital-based care to proactive, community-led support that prevents illness and keeps people well.

The successful candidate will provide independent oversight and challenge, ensuring that our strategies are effective, patient-focused, and financially sustainable. If you have a passion for driving health improvement, reducing inequalities, and shaping the future of care in Hertfordshire and West Essex, we would welcome your application.



Our Integrated Care System (ICS)

We work as part of an Integrated Care System which is a partnership of organisations in Hertfordshire and West Essex that work together to improve health.

Our partnership is made up of NHS organisations, councils and the voluntary sector. This is because we understand that good health and well-being is not just about good NHS or social care services.

Our life chances, caring responsibilities, support networks, experiences of crime, education, environment, and housing all have a huge impact too. That's why our ICS includes councils, the voluntary, community, faith and social enterprise sector, police, crime and fire commissioners, the NHS and host of other organisations.

We are all committed to working together actively to improve the health and well-being of the people who live in our area.

We work more closely with our local populations through three place-based health and care partnerships and a mental health, learning disability and autism health and care partnership.

We are close to agreeing an ambitious new operating model as a system which will help to deliver genuine and sustainable transformation for years to come.



Our Strategy and Direction

The NHS is seeking to meet the dual challenge of unprecedented demand for our services and significant financial constraints.

Hertfordshire and West Essex ICS is no different, and this means that for 2025/6, and each year that follows, we will need to focus on a clear set of priorities that will help us to meet both of those challenges.

A combination of increased demand, greater acuity, demographic changes and broader economic challenges mean that the system has a recurrent, underlying financial deficit. Unless tackled, this will prevent the system from moving to the new model of care that is required for the future and will negatively impact on our residents.

In addition, we know that changes to the demographics of our population alongside an increase in the numbers of people living with multiple health conditions will further test both the services we provide and the budget which we have to provide them in the latter parts of this decade.

Our system, which already has a higher proportion of over 85s than many others, will see a further steep increase in its older population over the next six years. This is cause for celebration, but it does mean that our services and approach will need to change to match the changing health and care needs of our residents.

Finally, we must not lose sight of the pockets of deprivation and health inequalities that exist in Hertfordshire and West Essex. Through our work, the ICB will level up people's experience and outcomes from health and care to match those in our least deprived communities.



Our Vision

NHS Hertfordshire and West Essex ICB exists to work with others to build a future in which all our residents can live better, healthier and longer lives.

Critical to this will be ensuring that:

- Our whole system delivers high quality, fully integrated care that can be accessed easily and quickly
- No patient is treated in a hospital setting when it would have been possible for them to receive their treatment at home or in their community
- The quality of care, experience and outcomes of all Hertfordshire and West Essex residents matches the experience and outcomes of those who live in our least deprived areas, with a focus on tackling unwarranted variation across and within our HCP areas
- Our system is proactive and as focused on interventions to prevent illness and reduce the risk of hospitalisation, as we are on the management of illness
- We base our strategy and decisions on evidence and what's been proven to work, with strategy designed at a system level and implemented by each HCP in a way that is tailored to the needs of residents
- We move to a sustainable financial position as a system which enables us to shift funds away from acute care and into prevention and care in home or community settings

To achieve our vision, we will focus on five ambitions:

- Increasing healthy life expectancy, and reducing inequality
- Giving every child the best start in life
- Improving access to health and care services
- Increasing the numbers of citizens taking steps to improve their well-being
- Successfully delivering our financial plan each year

Which will support three shifts in our model of care:

- From reactive acute care, to preventive, anticipatory and community-based care
- From a siloed and poorly coordinated model, to continuous, integrated care
- From a model based on providing care, to one where active patients are engaged in self-management and collaborative care planning

In our first year we will prioritise:

- Cardiovascular disease (CVD) and hypertension
- Reducing waiting times in targeted children's services
- Reducing UEC demand by delivering more anticipatory/same day care
- Provide better care to people in mental health crises
- Continue our elective care recovery
- Read more about our priority areas of work in our Medium Term Plan



Role Description

Post title:	Non-Executive Member
Accountable to:	ICB Independent Chair
Time commitment:	On average, the role will require a time commitment of four days per month. This includes meeting preparation time, occasional evening engagements and events designed to support your continuous development and to support those with multiple commitments.
Term of office:	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. The maximum number of terms served is two.
Remuneration:	£16,000 per annum

Role Summary

This Non-Executive Member role requires individuals who can offer strategic oversight, constructive challenge, and expert guidance while upholding the values and objectives of the ICB.

The successful candidate will:

- **Demonstrate strong leadership and governance expertise** within a complex organisation, whether in health, public service, or another sector.
- **Be committed to reducing health inequalities** and supporting the ICB's ambition to improve life expectancy and health outcomes for all communities.

- **Understand the challenges of NHS transformation** and can navigate the evolving landscape of integrated care, workforce pressures, and financial constraints.
- **Be an advocate for collaboration and system-wide working**, bringing experience in stakeholder engagement and partnership-building.
- **Ensure robust financial and strategic decision-making**, providing assurance on the efficient use of resources and the achievement of the ICB's priorities.
- **Champion patient and public involvement**, ensuring services remain responsive, person-centred, and inclusive.
- **Bring personal or professional insight into the lived experiences of patients, communities, and underrepresented groups**, including those with mental health conditions, long-term physical conditions, or disabilities.



Role Responsibilities

As a Non-Executive Member (NEM) of the ICB, you will provide independent oversight, challenge, and expertise to ensure effective governance, strategic decision-making, and accountability. Your responsibilities will include:

Governance and Assurance

- Ensuring the ICB operates with transparency, integrity, and accountability.
- Overseeing financial management and performance to maintain sustainability.
- Supporting compliance with regulatory and statutory obligations.

Strategy and Transformation

- Shaping the ICB's strategic vision, particularly in population health, service integration, and tackling health inequalities.
- Driving system-wide collaboration across the NHS, local authorities, and the voluntary sector.
- Supporting innovation and digital transformation in care delivery.

Stakeholder Engagement and Partnership Working

- Building relationships with key system partners, including local government, community organisations, and service providers.
- Championing public and patient engagement to ensure services reflect community needs.
- Promoting diversity and inclusion in healthcare leadership and service design.

Workforce and Culture

- Providing oversight on workforce planning, retention, and well-being.
- Ensuring a positive, inclusive, and high-performing culture across the ICB and wider health system.
- Supporting leadership development and talent pipelines across the sector.

Performance and Impact

- Monitoring key performance indicators and holding the executive team accountable for delivery.
- Challenging underperformance and ensuring continuous improvement in patient outcomes.
- Advocating for high-quality, patient-centred care that is efficient and sustainable.
- This is an opportunity to play a key role in shaping the future of health and care in Hertfordshire and West Essex. If you are passionate about improving population health, tackling inequalities, and ensuring high-quality, sustainable services, we encourage you to apply.



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 able to meet the time commitment required by the role (attending 75% of Board and Committee meetings as required by the constitution).
- You will be willing to uphold the Seven Principles of Public Life (known as the Nolan Principles).
- 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.
- The Disqualification criteria for Board membership are set out at [section 3.2 of the ICB's Constitution](#).
- Applicants should have strong connections with the area served by the ICB.
- 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.
- The ICB is seeking to promote the employment of people with disabilities and will make any adjustments considered reasonable to the above duties under the terms of the Equality Act 2010 to accommodate a suitable disabled candidate.



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 the difficult questions.
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. • Demonstrate independent and proactive leadership with confidence and integrity. • Experience operating at board 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.
Skills and experience	
<ul style="list-style-type: none"> • Experience in audit and risk with the relevant skills and/or qualifications. • Strategic experience of driving forward change and service transformation. • A deep understanding of the wider transformation agenda, at a system level, including but not limited to performance, digital, quality, primary care and finance. • NHS experience, or significant exposure to a healthcare setting, is highly desirable. • Strategic/Board level experience in the voluntary sector, ideally at scale, for a large and complex regional or national organisation is desirable. • Previous experience as a Non-Executive Director may be advantageous. 	



How to apply

The closing date for applications is **2 April 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 referees covering the last six years of employment. 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 informal conversation about the post, please contact Jenny Adrian at our recruitment partners, Hunter Healthcare by email: **jadrian@hunter-healthcare.com** or phone: 07939 250362 or James McLeod by email **jmcLeod@hunter-healthcare.com** or phone: 07842 424530.

Key dates:

EVENT	DATE
Application deadline	2 April 2025
Shortlist	2 May 2025
Stakeholder sessions	TBC
Interviews	30 May 2025



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