We're proud partners of Our Dorset Health, care & wellbeing

NHS Dorset

Chair, Risk and Audit Committee Independent Non-Executive Member

Candidate briefing pack

October 2024

Hunter Healthcare

About the ICB

NHS Dorset is the public name of NHS Dorset Integrated Care Board (ICB). We are responsible for planning to meet the healthcare needs of people and communities across Dorset.

We work closely together with a broad range of partners across the NHS, local authorities and many others in what is officially called the Dorset Integrated Care System (ICS) to make Dorset a healthy place, where you can live your best life.

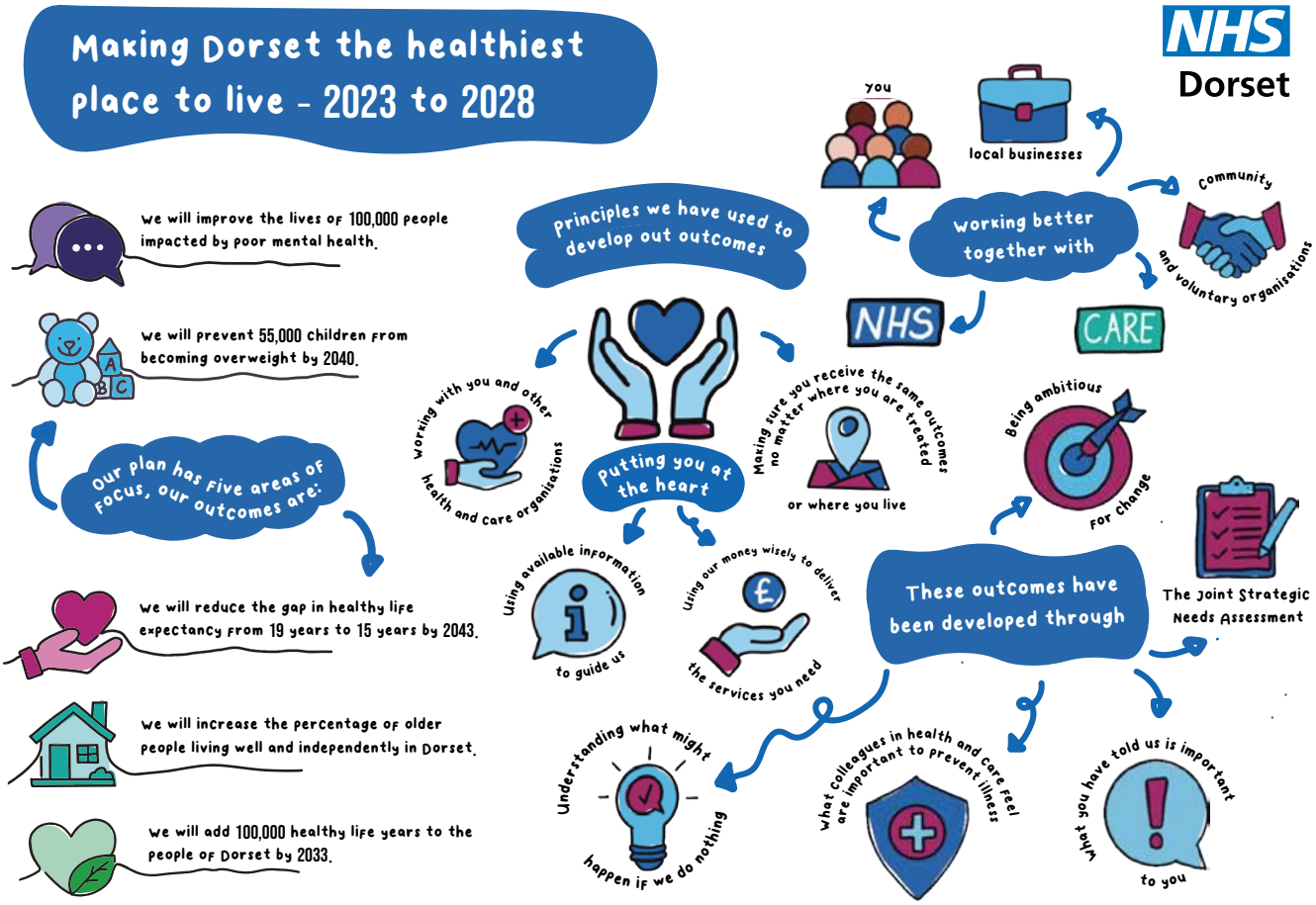
This means taking care of our bodies and minds to stay well.

Collectively, we have four overarching goals:

- improve outcomes in population health and healthcare
- tackle inequalities in outcome and access
- enhance productivity and value for money
- help the NHS deliver broader social and economic development.

The way we provide services is changing to meet the changing needs of our population. We still need to give medical help when it is needed, but we also want to work with people to focus on preventing illness and promoting wellbeing.

When we improve our physical and mental health our communities become healthier places. Our goal is to make sure everyone in Dorset has a chance to live their best life, and we have a **plan** to achieve this.



Our Partnership

NHS Dorset

Dorset HealthCare

Dorset County Hospital

University Hospitals Dorset

South West Ambulance Trust

Primary care sector

Public Health

Bournemouth, Christchurch and Poole Council

Dorset Council

Dorset and Wiltshire Fire & Rescue

Dorset Police

Our Dorset

NHS & Primary care

Local authorities

Integrated Care Partnership

People and communites

Local organisations

Digital Public Engagement Group (DPEG)

Public Engagement Group (PEG)

Voluntary Sector Alliance

Dorset Local Enterprise Partnership

Higher education

Healthwatch Dorset

Health Innovation Wessex

Our Communities

Our vision

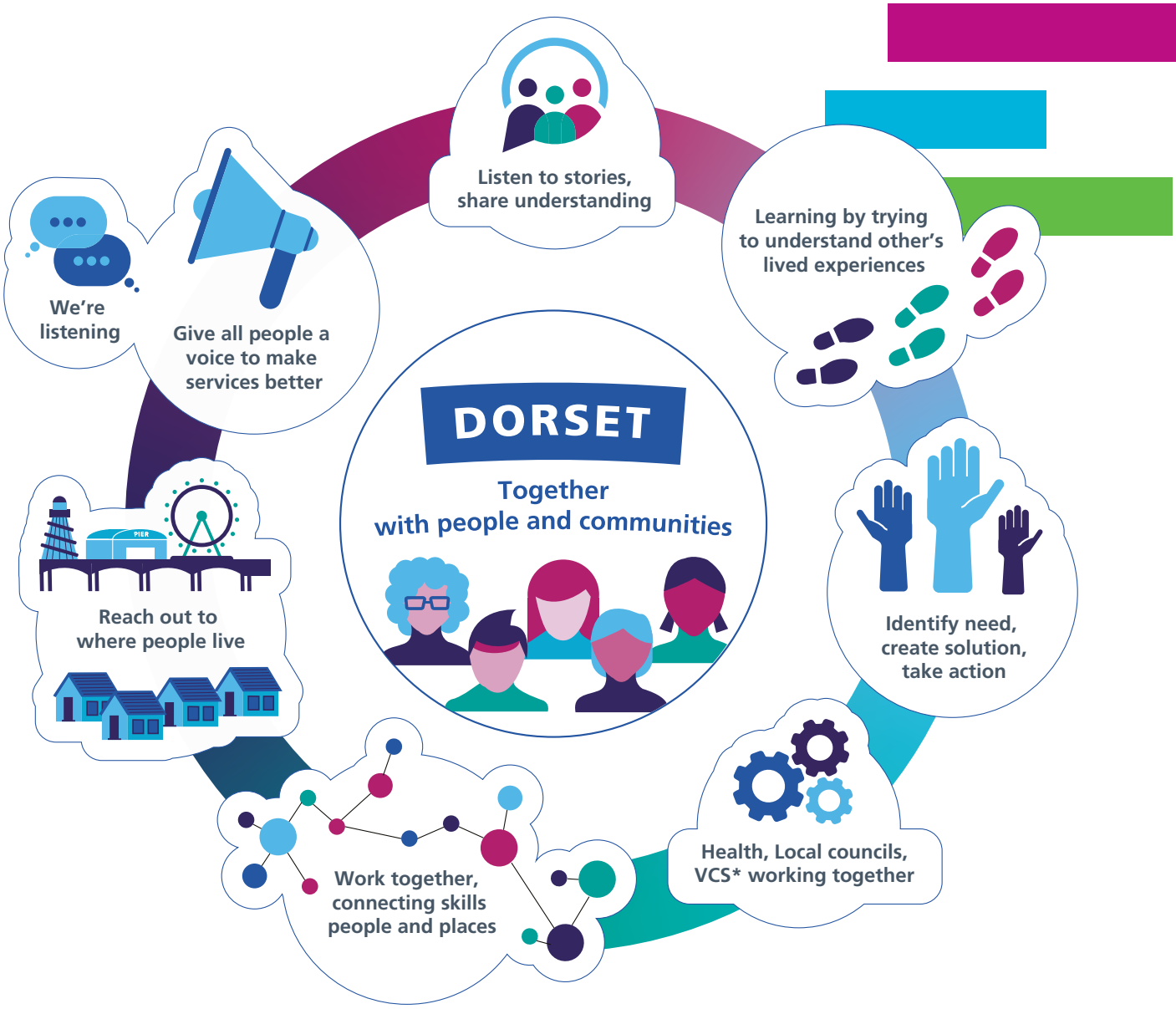
We have a clear vision in Dorset – working together to achieve the best possible improvements in the health and wellbeing of our communities.

This vision can only be achieved by collectively listening to and working with people and communities.

Read **Working in Partnership with People and Communities**, our annual report on engagement and communications.

NHS Dorset believes that working with people and communities helps us to:

- better understand people's needs, beliefs, behaviours, culture, experiences and aspirations
- reduce health inequalities, reaching out to identify people's unique and diverse needs
- improve services and safety and help people to live healthier lives
- meet our duty to involve and work in line with national guidance.



*VCS - Voluntary and Community Sector

Our themes and values

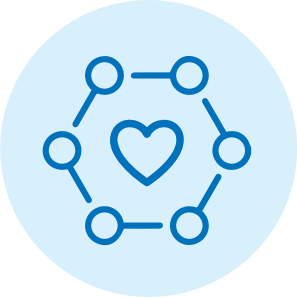
To support this vision, we have focused on three **themes** which are set out in the integrated care partnership strategy. These themes outline what we are doing to make this happen:

PREVENTION AND EARLY HELP

We listen and involve you in decisions about your health and wellbeing, care, and support needs. We adjust where needed to improve your outcomes, access, or experience, to improve equity, and reduce inequalities in health.

THRIVING COMMUNITIES

We work more closely with communities and voluntary sector organisations to support you and improve your health and wellbeing. We will provide more opportunities for friends, family, and peer supporters to help you thrive, or to recover when you are unwell. We will look at variation in how well people are supported who live with longterm conditions.



WORKING BETTER TOGETHER

We put your needs at the heart of how we plan care and support. Health and care organisations work together to provide care as close to you as possible. We value the strength of voluntary and community organisations. We focus on improving your outcomes, access, and experience, and are careful with scarce resources like time and money.

To deliver our vision we have three **values** for how we work. These focus on working together with you to achieve the best possible outcomes for you. Moving to a more person-centred approach means we can support you to improve your wellbeing by working together to make better use of our staff, facilities, and funding. This means you are at the centre of our decisions.

AMBITIOUS

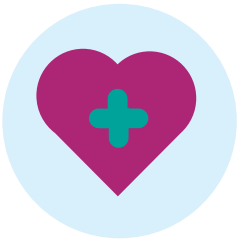
COMMUNITY DRIVEN

PARTNERSHIP

Our programmes

Our staff work on a huge variety of programmes that are helping to make Dorset the healthiest place to live:

More details of the work that has happened in these programmes over the last year can be found in the full annual report.



ELECTIVE CARE

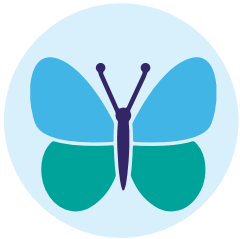
DORSET CANCER PARTNERSHIP

PRIMARY AND COMMUNITY CARE SERVICES

DIABETES

PORTLAND PROJECT

VIRTUAL WARDS



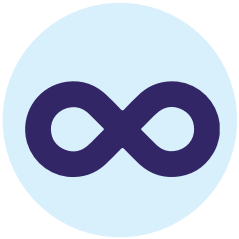
PALLIATIVE END OF LIFE CARE

URGENT AND EMERGENCY CARE

MATERNITY

VACCINATIONS

CHILDREN AND YOUNG PEOPLE



LEARNING DISABILITY AND AUTISM

MENTAL HEALTH

Our budget

Opening Budget 23/24

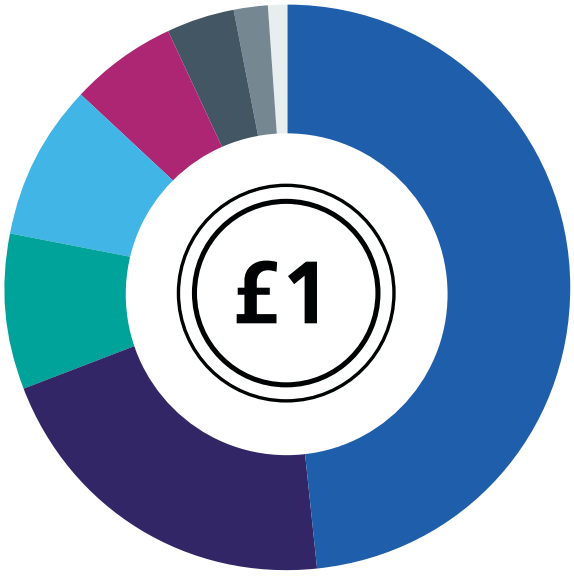
£1.73bn Planned Income + £1.73bn Planned Spend = £0m Breakeven

Final Position 23/24

£1.88bn Planned Income + £1.90bn Planned Spend = £17.4m Deficit

- £941m Secondary Care
- £394m Primary Care
- £168m Mental Health and Learning Disabilities
- £166m Personal Health Commissioning
- £111m Community Health Services
- £71m Better Care Fund
- £32m Staff and HQ Costs
- £17m Other Healthcare Commissioning

For every £1 spent on health in Dorset in 2023/24, the amounts spent on our range of services were as follows:



- **49p Secondary Care** — Acute hospitals and ambulance services
- **21p Primary Care** — Prescribing and GP contracts
- **9p Mental Health and Learning Disabilities** — NHS and non-NHS providers services
- **9p Personal Health Commissioning** — Individual care packages and care homes
- **6p Community Health Services** — Community hospitals, hospices and voluntary sector
- **4p Better Care Fund** — Social care services
- **2p Staff and HQ Costs** — NHS Dorset payroll and support expenses
- **1p Other Healthcare Commissioning** — Includes patient transport services (PTS) and projects

The role

PRIORITIES & ACCOUNTABILITIES

Priorities

The independent non-executive members 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: to improve 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 champions of governance arrangements (including with the ICP), 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 prevention, integration, care closer to home, as well as operational, financial and digital transformation.
- Play a key role in statutory arrangements for the ICS to ensure that the ICB meets its statutory duties, building strong partnerships and governance arrangements with system partners, including the ability to take on commissioning functions from CCGs and NHS England.

Accountabilities

The independent non-executive members:

- 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 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 & COMPETENCIES

You will work alongside the Chair, other non-executives, executive directors and partner members 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.

We are looking to appoint a new Chair of the Risk & Audit 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.

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

- Delivering 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 **Joint Forward 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.
- Developing strong relationships between the ICB Board and the ICP.
- Supporting the success of the ICP in delivering 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.

A role description for the Risk and Audit Committee Chair role is attached in Annexe one.

Person specification

Competency	Knowledge, Experience and Skills required
Setting strategy and delivering long-term transformation	• 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	• 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	• 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	• 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	• 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	• 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**
Additional role specific requirements	
Additional requirements for Chair of the Risk and Audit Committee	• **Have recent, relevant finance experience in a large and complex organisation, preferably with a financial qualification** • **Have experience operating at senior or board level** • **Have an excellent working knowledge of audit committee practices 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**

General information

Eligibility

You will be able to demonstrate that you meet the requirements of the NHS 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 Dorset 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 several specific background checks to ensure that those we appoint are "fit and proper" people to hold these important roles.

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 55[1]

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.

Terms of appointment

- **Remuneration:** competitive
- **Length of appointment:** an initial term of three years with the possibility of a second three year term.
- You will have considerable flexibility to decide how you manage the time needed to undertake this role. On average, it will require a minimum 2-3 days a month, including preparation time, the occasional evening engagement and events designed to support your continuous personal and collective board development.
- All NHS board members are required to comply with the **Nolan Principles of Public Life** and meet the **Fit and Proper Persons requirements**.

More information

- **Support in preparing your application**
- **Onboarding support, sources of information, useful reading**
- **View all current chair and non-executive vacancies**
- **Sign up to receive email alerts on the latest vacancies**

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:

Risk and Audit Committee Chair: Role description

This committee is accountable to the Board and provides an independent and objective view of the ICB's compliance with its statutory responsibilities. The committee is responsible for arranging appropriate internal and external audit.

The role of the Risk and Audit 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 Risk and Audit Committee provides advice to the Board about the reliability and robustness of internal control processes. This includes the power to review the work of any other committee, including in relation to quality, and to provide assurance to the Board with regard to internal controls.

Risk and Audit Committee chairs share the roles and responsibilities of the other non-executive members and in addition have responsibilities to:

- Provide leadership and vision to the Risk and Audit 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 Risk and Audit 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 Risk and Audit Committee chair will also be appointed as the Conflicts of Interest Guardian. In collaboration with the ICB's 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 **18 November 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.

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

KEY DATES:

Application Deadline	18 November 2024
Longlisting	w/c 25 November 2024
Shortlisting	December 2024
Interviews	6 January 2025

We're proud partners of Our Dorset Health, care & wellbeing

NHS Dorset

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