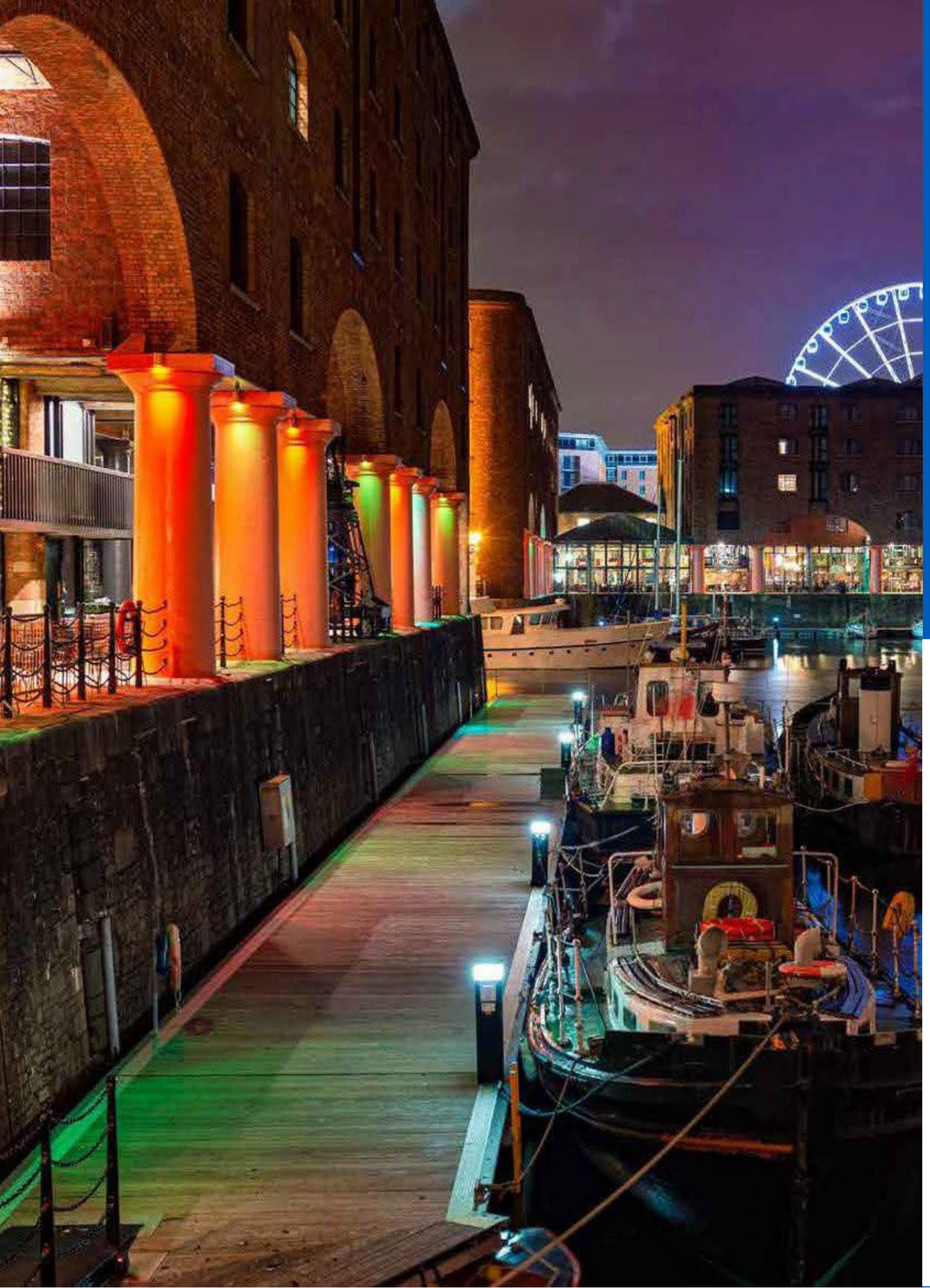

NHS University Hospitals of Liverpool

Role of Non-Executive Director

Board Member Competencies

The Competency Framework for Board Members by NHS England describes the core competencies required in a Board Member role in the context of the NHS principles and values in the NHS Constitution. The competency domains are aligned to the NHS People Promise, Our Leadership Way and the Seven Principles of Public Life (Nolan Principles).

As Non-Executive Directors have different roles and responsibilities to those of Executive Directors, and there are differences between Executive Director roles, the framework supports the assessment of Board members in their role as part of a Unitary Board. All six competency domains are considered for all Board members, taking into account any specific role-related responsibilities and nuances. Achievement against the competency domains supports the Fit and Proper Person Requirements for individual Board Members.

The Six Leadership Competency Domains

- Driving high-quality and sustainable outcomes.
- Setting strategy and delivering long-term transformation.
- Promoting equality and inclusion and reducing health and workforce inequalities.
- Providing robust governance and assurance.
- Creating a compassionate, just and positive culture.
- Building a trusted relationship with partners and communities.

The domains are used as part of the recruitment process to help evaluate applications and design questions to explore skills and behaviours in interviews, presentations and other aspects of the recruitment and assessment process.

They form a core part of Board Member appraisals and the ongoing development of individuals and the Board as a whole.

Non-Executive Director Role

Non-executive directors work alongside executive directors as unitary Board members. They share responsibility for the decisions made by the Board and for promoting the success of the organisations.

Non-executive directors play a crucial role in bringing an independent perspective as well as specific knowledge and skills.

Non-Executive Directors are responsible for providing appropriate oversight, governance, and leadership to both Liverpool University Hospitals NHS Foundation Trust, Liverpool Women's NHS Foundation Trust and Liverpool Heart & Chest Hospital NHS Foundation Trust in the pursuit of each strategy to deliver outstanding healthcare services.

You will share the values of each Trust, embracing the opportunity to role model those alongside behaviours in all your internal and external interactions.

We are looking to appoint an individual with relevant board-level experience, preferably gained as a member of a Board or in a large complex organisation.

To carry out the role effectively, you will contribute to a strong collaborative partnership with the unitary Boards of the organisations, in particular, building on the strong relationships with Board members and Governors as well as with key external stakeholders in the communities served by the organisations.

Non-Executive Directors have a responsibility to:

- Promote a positive culture throughout the Trusts, maintaining high professional and ethical standards and behaving in accordance with the values of the Trusts.
- Role model the values of each organisation, promoting diverse thinking, and working in a collaborative, inclusive way.
- Bring appropriate challenge to the work of the Boards.
- Contribute to the development of the strategy for each Trust.

Non-Executive Directors have a duty to:

- Scrutinise the performance of the executive directors in meeting agreed goals.
- Satisfy themselves as to the integrity of financial, clinical and other information.
- Satisfy themselves that controls and systems of risk management and governance are fit for purpose and effective.
- Assess the adequacy of information to enable the Board and its Committees to discharge their responsibilities.

Non-Executive Directors are responsible for:

- Determining appropriate levels of remuneration of Executive Directors.
- Appointing the Chief Executive Officer (with the approval of the Council of Governors)
- Appointing other Executive Directors.
- Succession planning for key Executive Director roles.

Relations with the Council of Governors, Non-Executive Directors will:

- Take into account the views of Governors and Trust members in setting the forward strategy for the organisations.
- Be accountable to the Council of Governors for the progress made in delivering the Trusts' strategic objectives and for their role in achieving this.

Person Specification

Candidates will have proven leadership skills, experience operating at the Board or other senior level and expertise to provide scrutiny, oversight and support through the Board as the organisations embark on the development of the University Hospitals of Liverpool Group Model together with implementing significant programmes of change such as digital improvement, clinical service development and large-scale change management. You will have significant experience in one or more of the following areas:

Essential Criteria

- Recent, relevant experience in contributing to the overall vision and strategic direction of an organisation.
- Recent, relevant experience in providing leadership as part of a unitary Board.
- Highly developed team working, communication and chairing skills that facilitate the engagement and contribution of others.
- The ability to analyse complex information to report and contribute effectively to the Board of Directors.
- Recent, relevant experience of providing sound, independent advice and assurance.

Desirable Criteria

- Recent, relevant experience in leading change within an environment of comparable complexity.
- Recent, relevant experience in partnership working within an environment of comparable complexity.
- Recent, relevant experience in the healthcare sector.

Board Level Competencies

You will need to demonstrate the range of competencies required to contribute effectively to this Board-level role, including:

- **Driving high-quality and sustainable outcomes** - the skills, knowledge and behaviours needed to deliver and bring about high-quality and safe care and lasting change and improvement – from ensuring all staff are trained and well-led, to fostering improvement and innovation which leads to better health and care outcomes.
- **Setting strategy and delivering long-term transformation** - the skills that need to be employed in strategy development and planning, and ensuring a system-wide view, along with using intelligence from quality, performance, finance and workforce measures to feed into strategy development.
- **Promoting equality and inclusion and reducing health and workforce inequalities** - the importance of continually reviewing plans and strategies to ensure their delivery leads to improved services and outcomes for all communities, narrows health and workforce inequalities and promotes inclusion.
- **Providing robust governance and assurance** - the system of leadership accountability and the behaviours, values and standards that underpin our work as leaders. This domain also covers the principles of evaluation, the significance of evidence and assurance in decision-making and ensuring patient safety, and the vital importance of collaboration on the board to drive delivery and improvement.
- **Creating a compassionate, just and positive culture** - the skills and behaviours needed to develop great team and organisation cultures. This includes ensuring all staff and service users are listened to and heard, being respectful and challenging inappropriate behaviours.
- **Building a trusted relationship with partners and communities** - the need to collaborate, consult and co-produce with colleagues in neighbouring teams, providers and systems, people using services, our communities, and our workforce. Strengthening relationships and developing collaborative behaviours are key to the integrated care environment.

As a Board Member, you must also:

- Demonstrate the highest standards of probity and integrity in ensuring compliance with best practice and statutory requirements.
- Provide independent judgment and advice to support the work of the executive team in achieving the Trust's strategic objectives.
- Ensure that patients are treated with dignity and respect at all times and that the patient is central to the Trust's decision-making.
- Ensure that the Board sets challenging objectives for improving its performance across the range of its functions.
- In accordance with agreed Board procedures, monitor the performance and conduct of management in meeting agreed goals and objectives and in fulfilling statutory responsibilities, including the preparation of annual reports and annual accounts and other statutory duties.
- Ensure that financial controls and risk management systems are robust and effective.
- Be accountable to the Council of Governors for personal and collective performance of the Board.
- You may be asked to sit on other committees or attend external meetings on behalf of the Board.
- Hold the role of Trustee of the Charity for each Trust.

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 achievement have been demonstrated in previous/other roles, to satisfy the experience being sought.

The best Boards are those that reflect the workforce and communities they serve. We particularly welcome applications from women, people from local black, Asian and minority ethnic communities, and people with disabilities, who we know are all under-represented in these important roles.

Terms of Appointment

Terms of Office

- This is a single role as a Non-Executive Director of three NHS Foundation Trusts
- The initial appointment will be for a period of up to three years, after which you may be considered for a further term of office, subject to the needs of the organisations and good performance in the role.
- In exceptional circumstances, you may serve longer than six years, subject to annual reappointment if supported by the Cheshire & Merseyside Integrated Care Board, recommended by the Boards, agreed by the Council of Governors following the Trusts' constitutions and approved by NHS England
- The Non-Executive Director is required to be a member of all Trusts.
- The Non-Executive Director must demonstrate high standards of corporate and personal conduct. The Trusts' constitutions includes disqualification criteria for those who may not become or continue as a member of the Board of Directors.

Time Commitment

- Whilst you will have considerable flexibility to decide how you manage the time needed to undertake this role, the minimum time commitment is one to two days per month, taking into consideration business needs. Characteristically, Joint Non-Executive Director roles of the most complex Trusts will require an average of this time, including preparation time away from the Trusts, the occasional evening engagement and events designed to support your continuous development.

Remuneration

- Remuneration is £13,500 with an additional £2,000 for the Chair of the Audit Committee.
- The Councils of the Trusts are responsible for setting the remuneration of the Chair and Non-Executive Directors and will review these levels annually.
- Remuneration is taxable and subject to Class 1 NI Contributions; it is not pensionable.
- The Non-Executive Director is eligible to be reimbursed for travel, subsistence and other associated costs necessarily incurred on Trust business in accordance with the Trusts' policies.

Independence Requirement

The Joint Non-Executive Director should always meet the independence requirement:

- A major contribution of a Non-Executive Director is to bring wider experience and a fresh perspective to the boardroom. Although required to establish close relationships with the Executive Directors and be well-informed, Non-Executive Directors need to be independent of mind and willing and able to challenge, question and speak up.
- A Non-Executive Director is considered independent in terms of character and judgement, and there are no relationships or circumstances that could affect, or appear to affect, the person's judgement.

Fit and Proper Persons Criteria for Directors in the NHS

- Given the significant public profile and responsibility members of NHS Boards hold, it is essential that those appointed inspire the confidence of the public, patients, service users, carers and NHS staff always.
- Several specific background checks will therefore be undertaken to ensure that those appointed are 'fit and proper' people to hold this important role.
- All candidates will be required to complete a self-declaration that they meet the requirements of the Fit and Proper Persons regulations, and the successful candidate will be required to meet these regulations continuously.

How to Apply

For questions about the roles, please contact:

Jenny Adrian - jadrian@hunter-healthcare.com or 07939 250362

Please ensure your application includes the following:

- A CV which demonstrates how you meet the criteria.
- A cover letter highlighting the aspects of the role within NHS University Hospitals of Liverpool (covering Liverpool University Hospitals NHS Foundation Trust, Liverpool Women's Foundation Trust and Liverpool Heart & Chest Hospital NHS Foundation Trust) that particularly attract you and outlining why you feel you are right for us.
- A contact email address and telephone number.
- A completed **Equal Opportunities Monitoring Form** and **Fit and Proper Persons Monitoring Form**.

Please send all documentation by email to **applications@hunter-healthcare.com**

More Information

We know that diversity is under-represented in Chair and Non-Executive Director roles. We value and promote diversity and are committed to equality of opportunity for all. Our appointments are made on merit.

We actively encourage and welcome applications from women, people from local black, Asian and minority ethnic communities, older people, people with disabilities/long-term health conditions, people from the LGBTQ+ community and people from all protected categories.

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NHS University Hospitals of Liverpool Group

Working in Partnership

Liverpool University Hospitals NHS Foundation Trust
Prescot Street
Liverpool L7 8XP

www.uhliverpoolft.nhs.uk

Liverpool Women's NHS Foundation Trust
Crowne Street
Liverpool L8 7SS

www.liverpoolwomens.nhs.uk

Liverpool Heart And Chest Hospital
Thomas Drive
Liverpool, L14 3PE

www.lhch.nhs.uk