

# Role Description

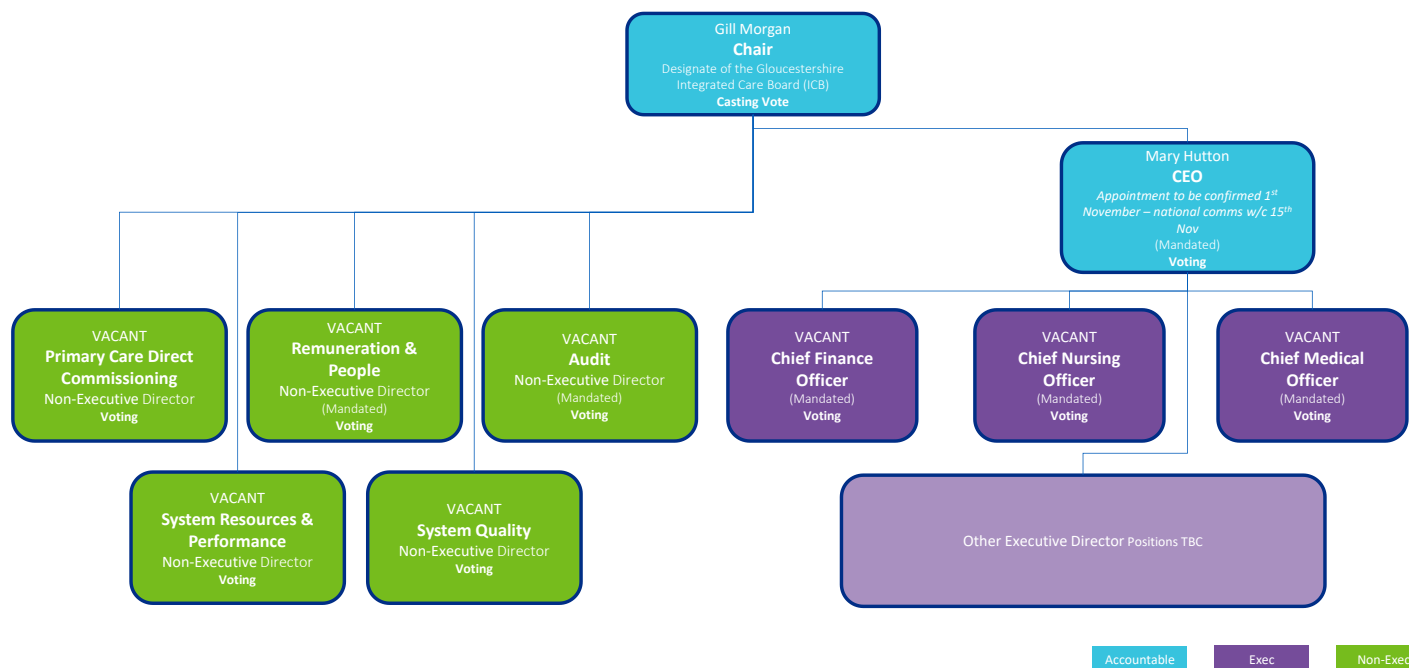
<b>Role Title:</b>	Remuneration & People Non-Executive Director		
<b>Organisational Level:</b>	Director		
<b>Accountable to:</b>	The Board	<b>Responsible to:</b>	Chair
<b>Directorate:</b>	Executive	<b>Department:</b>	Governing Body
<b>Remuneration:</b> Per annum	£TBC	<b>Responsible for:</b>	Remuneration Committee People Committee
<b>Base / Location:</b>	Sanger House (hybrid working from home and office)		
<b>Commitment:</b>	3 – 4 days per month	<b>Term:</b>	2 years (initial term)
<b>Effect Date of Term:</b>	01/04/2022	<b>Reappointment date:</b>	01/04/2025

## Main purpose of Role:

As an independent non-executive member the main purpose of the role is to:

- Work collaboratively to shape the long-term, viable plan for the delivery of the functions, duties and objectives of the Integrated Care Board (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 a champion of new governance arrangements, including the Integrated Care Provider (ICP) contract, instilling collaborative leadership and effective partnership working, with local government, NHS bodies and the voluntary sector.
- Support the Chair and the wider Board on issues that impact organisations as ‘one workforce’ across the Integrated Care System (ICS), such as integration and transformation of Service Provision, Safeguarding, the People agenda, Digital Transformation, Emergency Preparedness, Resilience and Response (EPRR) and Covid-19 challenges.
- Play a key role in establishing new statutory arrangements for the ICB to ensure that the ICB and ICS meets its statutory duties, building strong partnerships and governance arrangements with system partners, including the ability to take on and advance the quality of service provision through commissioning responsibilities and contract management functions transferred from CCGs and NHS England footprint.
- Overall, ensure the ICB develops its functions that ensures sound decisions are made, through strategically defined assessments derived from the needs of the local One Gloucestershire population, and that such needs are easily understood and resonate with the public health requirements.

## Organisational Structure:



## Main Areas of Responsibility:

The independent non-executive member is:

- Accountable to the ICB Chair and has designated areas of responsibilities as agreed with the ICB Chair;
- Collectively responsible 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.
- 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.

The role holder will be responsible for Chairing the People Committee which will lead on:

- People Strategy and Plan delivery, Clinical, Professional and System leadership, Equality, Diversity and Inclusion and Talent Management across the system;
- Provide leadership and vision to the Systems Development and Transformation committee to ensure that it is effective in its role in driving forward the local workforce transformational vision and associated work programmes;
- Lead and support a constructive dynamic within the committee, enabling grounded debate with contributions from all, ensuring [the committee is focussed and acts with confidence to challenge on all aspects of the agenda];
- Provide leadership and vision to the remuneration committee to ensure that it is effective in its role and that robust internal control systems are in place and operating;
- 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;
- Provide insights that strategically shape the agenda for the health and wellbeing of all staff, growing the workforce for the future and enabling lifelong learning and adequate workforce planning and supply

through structured educational, training and development, the management of talent and most importantly inclusion and belonging for all;

- Develop a committee that is genuinely connected to and assured about the employee experience, as demonstrated by appropriate feedback and other measures to assure alignment of the Workforce Race Equality Standard's (WRES) Model Employer goals and the NHS People Promise ;
- Ensure that the committee receives accurate, high quality, analysed timely data and clear information in order to make informed intelligent decisions, 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;
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- Oversee the professional development of the members and ensuring that they have the right information to perform their roles;
- Guard the committee's independence as a source of assurance to the board and leading the committee in establishing effective and ethical decision-making processes;
- As the Committee chair, share the roles and responsibilities of the the committee, where appropriate, with other non-executive members.

This role holder will be responsible for the Remuneration committee, and as Chair, be accountable to the Board which will determine:

- The Chief Executive, Directors and other Very Senior Managers remuneration, including all aspects of remuneration but not limited to salary, (including any performance-related elements) bonuses, pensions and benefits such as lease cars;
- Arrangements for termination of employment and other contractual terms and non-contractual terms.
- For all staff, determine the ICB pay policy (including the adoption of pay frameworks such as Agenda for Change), oversee contractual arrangements and arrangements for termination payments and any special payments following scrutiny of their proper calculation and taking account of such national guidance and approval requirements as appropriate.
- Ensure that decisions are guided by national NHS policy and best practice to ensure that staff are fairly motivated and rewarded for their individual contribution to the organisation, whilst ensuring proper regard to wider influences such as national consistency.

## **Integrated Care System Responsibilities:**

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:

- Bring independent and respectful challenge to the plans, aims and priorities of the ICB;
- Work in a collaborative and inclusive way with the ICB Board and committees as well as system partners;
- Demonstrate a firm commitment to equality, diversity and inclusion and championing civility and respect;
- Promote 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, through 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

- Setting the vision, strategy and clear objectives for the ICB in delivering on the four core purposes of the ICB, 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 establishment 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.

### 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.

## Key working relationships:

- ICB and the ICS workforce
- Joint Staff Consultative Committees
- ICB People and Organisational Development functions
- Professional Bodies
- Gloucestershire ICS Non-executive Network
- Key stakeholders within Provider and Local Authorities

## Governing Body Committees:

The role of the People Committee is to seek assurance that workforce reporting is provided to the board, along with assurance with regard to the ICS people strategy and delivery plans.

The Remuneration Committee is accountable to the Board and provides an independent and objective view of pay for the entire ICS workforce, including any reporting requirements.

Both committees will provide advice to the board about the reliability and robustness of the areas they are responsible for.

## Core Understanding and Skills:

- Demonstrate independent and proactive leadership with confidence, openness and integrity;
- Demonstrate a collaborative and inclusive leadership approach working with all partners across the ICS;
- Bring expertise of workforce development, people practices, equality, diversity and inclusion and / or leading organisational and cultural change and be an advocacy of People Professions and the need to drive broader social and economic development;
- Committed to creating a culture of civility and respect that embraces diversity and inclusion in all aspects of the people function
- Champion open, frank and disciplined discussion and be prepared to ask the difficult questions;
- Able to apply innovation in the application of system design and development and the transformation of people services.

## Standards in Public Life:

You will be expected to demonstrate high standards of corporate and personal conduct. All successful candidates will be expected to comply with NHS Code of Conduct. You should note particularly the requirement to declare any conflict of interest that arises in the course of ICB business and the need to declare any relevant business interests, positions of authority or other connections with commercial, public or voluntary bodies.

These will be published in the ICB's annual report with details of all ICB members' remuneration from NHS sources.

Applicants must also confirm that they understand the standards of probity required by public appointees outlined in the "[Seven Principles of Public Life](#)". All successful candidates will be asked to subscribe to the Nolan Principles of Public Life.

You should note particularly the requirement to declare any conflict of interest that arises in the course of governing body business and the need to declare any relevant business interests, positions of authority or other connections with commercial, public or voluntary bodies.

## Conflicts of Interest:

In this role, the post holder must be able to demonstrate independence in thought and action from any provider providing services for the ICB. They will need to declare all conflicts of interest and may need to be excluded from decision making that are affected by such conflicts. They should not be a member of any local provider board structure nor have any **significant interests** which could conflict with decisions relating to the local procurement of health and care services. All members of the ICB will complete an on-line declaration of their interests via the Civica Declare Portal and will declare their interests in line with the ICB's Standards of Business Conduct policy that incorporates the Conflicts of Interests policy.

## Disqualification for Appointment:

Regulations provide that some individuals will not be eligible to be appointed to ICB governing bodies and certain individuals are not eligible to be appointed as non-executive directors, as set out in the ICB Constitution.

*This role description is a broad reflection of current duties, it will be reviewed on no less than an annual basis to reflect the nature of this role is one of continual development and the duties and responsibilities outlined above is not exhaustive, they will change from time to time to reflect the emerging legislation and the changing requirements of the NHS both nationally and locally, along with priorities and developments during the on-going appraisal and performance review process and any organisational change arising.*

## Person Specification:

Factors	Essential	Recruitment Selection Method (Application, Interview, Assessment)
<b>Knowledge, Experience, Qualifications, Professional Memberships &amp; Training</b>	<ul style="list-style-type: none"> <li>• Experience of setting strategy and delivering long-term transformation</li> <li>• Knowledge of health, care, local government landscape and/ or the voluntary sector</li> <li>• Professional experience and knowledge relevant to remuneration and pay frameworks, workforce transformation, leadership, culture, organisational development, and change.</li> <li>• A capacity to thrive in a complex and politically charged environment of change and uncertainty</li> <li>• Experience leading change at a senior level to bring together disparate stakeholder interests</li> <li>• An understanding of different sectors, groups, networks and the needs of diverse populations</li> </ul>	<p>Application, Interview and Assessment</p>
<b>Communication, Influence, Engagement &amp; Relationships</b>	<ul style="list-style-type: none"> <li>• First class interpersonal skills with demonstrable ability to communicate and present complex and sensitive information in an understandable form to a variety of audiences (e.g. public)</li> <li>• Able to appropriately build constructive and enduring relationships to gain the cooperation of relevant stakeholders (including patients, service users, senior and peer colleagues, other professionals)</li> <li>• Able to gain acceptance, motivate, persuade, and engage audiences in agreed course of action where there may be significant barriers to overcome</li> <li>• Skilled in chairing complex meetings effectively</li> <li>• Highly developed interpersonal and influencing skills, able to lead in a creative environment which enables people to thrive and collaborate</li> <li>• Experience working collaboratively across agency and professional boundaries</li> </ul>	<p>Application, Interview and Assessment</p>
<b>Team Skills &amp; Personal Attributes</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Models inclusivity and respect through their interactions with Board and committee members, ICS partners and with patients and the public.</li> <li>• Creates and lives the values of openness and transparency embodied by the <a href="#">principles-of-public-life</a> and in <a href="#">Our People Promise</a></li> </ul>	<p>Application and Interview</p>

## Person Specification:

<b>Analytical, Problem Solving, Judgement &amp; Decision Making</b>	<ul style="list-style-type: none"> <li>• Able to absorb significant amounts of workforce and statistical information in order to reach sound judgements</li> <li>• Can demonstrate a natural ability to think strategically, think independently and demonstrate integrity</li> <li>• Able to obtain and analyse complex technical data and information</li> <li>• Able to identify and resolve risk management issues according to policy/protocol</li> <li>• Recognises priorities when problem solving and identifies deviations from the normal pattern and can refer these where required for resolution</li> <li>• Analyse, interpret, and present data to highlight issues and risks to support decision making</li> <li>• Problem solving skills and the ability to identify issues and areas of risk, leading stakeholders to effective resolutions and decisions</li> </ul>	<p>Application, Interview and Assessment</p>
<b>Planning &amp; Organisational Skills</b>	<ul style="list-style-type: none"> <li>• Able to methodically plan, manage, monitor, advise and review risks and issues and provide resolution</li> <li>• Ability to organise, plan and prioritise on own initiative, including when under pressure and meeting deadlines</li> <li>• Produce timely and informative reports</li> <li>• Manage the flow of process and practice</li> <li>• Are stimulated by a fast-moving environment, understand the need for change and recognise the crucial role of technology</li> <li>• Proactively participate in annual reviews for self and for others</li> </ul>	<p>Application, Interview and Assessment</p>
<b>Standards &amp; Compliance</b>	<ul style="list-style-type: none"> <li>• An understanding of good corporate governance</li> <li>• Understand the role of the non-executive director, in particular, in respect of providing both challenge and support to an executive team to drive the performance of the organisation</li> <li>• Are able to contribute constructively to board discussions across the organisation's broad agenda</li> <li>• Ability to remain neutral to provide independent and unbiased leadership with a high degree of personal integrity</li> <li>• Experience contributing effectively in complex professional meetings at a very senior level</li> <li>• To be able to operate competently regarding managing data and information in accordance with the Data Protection Act (DPA) (2018) and the General Data Protection regulations (GDPR).</li> </ul>	<p>Application and Interview</p>
<b>Social Justice, Equality, Diversity &amp; Inclusivity</b>	<ul style="list-style-type: none"> <li>• An awareness and appreciation of social justice and how it might apply within an ICB</li> <li>• Record of promoting equality, diversity and inclusion in leadership roles</li> <li>• Life experience and personal motivation that will add valuable personal insights</li> </ul>	<p>Application and Interview</p>
<b>Personal / Professional Development</b>	<ul style="list-style-type: none"> <li>• Curious and willing to learn</li> <li>• Completion of annual objectives through proactive participation in annual appraisal process, and maintaining professional accreditation / registration.</li> </ul>	<p>Application and Interview</p>



## Best Practice Recruitment

### Equality, Diversity & Inclusivity

The organisation is committed to achieving equality of opportunity for all role holders and for those who access services. You must work in accordance with equal opportunity policies/procedures and promote the equality and diversity agenda of the organisation.

### Health & Safety

The organisation recognises its duties under the Health and Safety at Work Act (1974) to ensure, as far as it is reasonably practical, the Health, Safety and Welfare at Work of all its role holders and, in addition, the business of the organisation shall be conducted so as to ensure that all individuals having access to organisational premises and facilities are not exposed to risk to their health and safety.

All role holders under contract will be expected to comply with all appropriate Health and Safety policies and ensure all statutory and mandatory training is up to date. It is the duty of every role holder to adhere to the ICB's Health & Safety Policy and work in such a way that accidents to themselves and to others are avoided, and to co-operate in maintaining their place of work in a tidy and safe condition, thereby minimising risk. Role holder's will, therefore, refer any matters of concern through their respective line managers. Similarly, it is each person's responsibility to ensure a secure environment and bring any breaches of security to the attention of their managers.

### Sustainable Development

It is the duty of every role holder to act in accordance with ICB's Development policy and strategy. That is to assist the trust in reducing our use of natural resources: electricity, fossil fuels, water, paper and other resources and minimising the production of waste. Role holders will, therefore, refer any matters of concern regarding the use of natural resources through their respective line managers.

Role holders must assist the organisation in achieving its goal to be a Good Corporate Citizen that is to reduce our impacts through travel, procurement, buildings and facilities management and improving knowledge of sustainability whilst contributing to the local community.

### Risk Management

All role holders will always follow risk management policies and procedures. All role holders are personally responsible for risk management issues in respect of yourself and colleagues. If you identify a potential hazard you should report it to Patient Quality and Safety Manager at once using the organisational incident reporting process. If in doubt you should speak to your manager for guidance.

All role holders have a responsibility to report accidents or incidents promptly and when requested, to co-operate with any investigation undertaken. All role holders must use the safety equipment provided and report any defects to their manager. You must attend risk management training as directed by your manager.

If you are a manager or have line management responsibilities for role holders, a department or area of work, you are responsible for the risk management issues in that area. In conjunction with risk management you will ensure that there is an annual risk management audit in your area, risks are identified on the local risk register and that where necessary, an action plan eradicating risks is drawn up and implemented.

### Policies and Procedures

Role holders are expected to follow organisational policies, procedures, and guidance as well as professional standards and guidelines. Copies of policies can be accessed via the intranet. The organisation operates a policy which promotes a smoke free environment.

## Appraisal and Personal Development

The organisation is committed to lifelong learning for all role holders and has put in place an appraisal and development infrastructure.

All role holders have a responsibility to participate in an annual appraisal with their line manager and to identify performance standards for the post. As part of the appraisal process role holders have a joint responsibility with their line manager to identify any learning development needs to meet the agreed performance standards.

Training and development will be discussed in line with individual requirements and will form part of the appraisal and personal development process.

## Confidentiality

In the course of every employee's duties, they may have access to confidential material about patients, members of staff or other health service business.

- On no account must information relating to identifiable patients be divulged to anyone other than authorised persons, for example, medical, nursing or other professional staff, who are concerned directly with the care, diagnosis and/or treatment of the patient.
- Similarly, information relating to staff records or information concerning contracts, tenders and other commercially sensitive matters etc. are considered to be confidential and must not be divulged without prior authority.
- Breaches of confidentiality will result in disciplinary action.

If in any doubt whatsoever as to the authority of a person or body asking for information of this nature, seek advice from your manager.

## Information Governance

It is a contractual requirement for the role holder to ensure that as a minimum they acquire the necessary skills to implement good practice in all matters relating to information governance and in particular data which can be attributed to an individual. The role holder must adhere to information governance policies and procedures including the Data Protection Act (2018).

Managers have a responsibility to ensure that their role holders are equipped with the necessary tools to use in the implementation of information governance.

## Equal Opportunities

The organisation is committed to respect for others, equality of opportunity and diversity in the workplace. All managers and role holders must know what is expected of them and are responsible for ensuring that this is delivered in practice in their day to day working lives. The organisation will not tolerate any forms of bullying or harassment in the workplace.

<b>Signed:</b>		<b>Line Manager Name:</b>		<b>Date:</b>	Click or tap to enter a date.
<b>Signed:</b>		<b>Employee Name:</b>		<b>Date:</b>	Click or tap to enter a date.